June 17, 2013

Members of the Board of Trustees
The University of North Carolina at Chapel Hill

Dear Members of the Board:

You have authorized me to poll you by mail concerning personnel matters which require attention by the Board. Accordingly, I am transmitting to you herewith personnel matters in the following categories:

For Action – Personnel Actions  Appendix A
For Action – Actions Conferring Tenure  Appendix A
For Action – Compensation Actions  Appendix B
For Information  Appendix C

Please mark and return the enclosed ballot indicating whether or not you agree with the actions proposed in Appendices A and B. Appendix C requires no action on your part. Thank you.

Sincerely,

Holden Thorp

Attachments

Re 6/17/2013 mail ballot: (Personnel)

A quorum was received on 6/18/2013:
Barbara R. Hyde
H. Kel Landis III
W. Lowry Caudill
J. Alston Gardner
Sallie Shuping-Russell
Peter T. Grauer
Donald Williams Curtis

Additional approvals received:
Christy Lambden

Ballots not Received:
Steven J. Lerner
Phillip L. Clay
Felicia A. Washington
Wade H. Hargrove
John L. Townsend III
Trustees:
Attached for your review and approval is a regular personnel mail ballot. This mail ballot will be approved as part of the Consent Agenda at the Full Board meeting on Thursday, July 25, 2013.

The undersigned votes as follows with respect to the recommendations proposed in Chancellor Thorp’s letter dated, June 17, 2013.

<table>
<thead>
<tr>
<th>Appendix A, Personnel Actions</th>
<th>Approve</th>
<th>Disapprove</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix A, Actions Conferring Tenure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appendix B, Compensation Actions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appendix C, For Information</td>
<td></td>
<td>NO ITEMS</td>
</tr>
</tbody>
</table>

Signed

Date

Please fax to Heather Greene at (919) 962-8464.
## Personnel Actions

<table>
<thead>
<tr>
<th>No.</th>
<th>College/Division</th>
<th>Name</th>
<th>Dept./School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Academic Affairs</td>
<td>Curtis Allen</td>
<td>School of Government</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$112,000</td>
</tr>
<tr>
<td>2</td>
<td>Academic Affairs</td>
<td>David Ansong</td>
<td>School of Social Work</td>
<td>N/A</td>
<td>Instructor with Special Degree Provisions</td>
<td>7/1/2013</td>
<td>$73,500</td>
</tr>
<tr>
<td>3</td>
<td>Academic Affairs</td>
<td>Benjamin Arbuckle</td>
<td>Anthropology</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$73,000</td>
</tr>
<tr>
<td>4</td>
<td>Academic Affairs</td>
<td>Claire Baker</td>
<td>School of Education</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$65,000</td>
</tr>
<tr>
<td>5</td>
<td>Health Affairs</td>
<td>Silvana Barros</td>
<td>Periodontology</td>
<td>Research Associate Professor</td>
<td>Associate Professor</td>
<td>7/1/2013</td>
<td>$86,725</td>
</tr>
<tr>
<td>6</td>
<td>Academic Affairs</td>
<td>Alexander Berg</td>
<td>Computer Science</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$92,000</td>
</tr>
<tr>
<td>7</td>
<td>Academic Affairs</td>
<td>Tamara Berg</td>
<td>Computer Science</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$95,000</td>
</tr>
<tr>
<td>8</td>
<td>Academic Affairs</td>
<td>Andrea Bohlman</td>
<td>Music</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$65,000</td>
</tr>
<tr>
<td>9</td>
<td>Academic Affairs</td>
<td>Sara DePasquale</td>
<td>School of Government</td>
<td>Visiting Assistant Professor</td>
<td>Assistant Professor</td>
<td>6/1/2013</td>
<td>$113,000</td>
</tr>
<tr>
<td>10</td>
<td>Academic Affairs</td>
<td>Seyedmorteza Emadi</td>
<td>KFBS</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$150,000</td>
</tr>
<tr>
<td>11</td>
<td>Academic Affairs</td>
<td>Adrienne Erickcek</td>
<td>Physics &amp; Astronomy</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$75,000</td>
</tr>
<tr>
<td>12</td>
<td>Academic Affairs</td>
<td>Cynthia Fraga</td>
<td>School of Social Work</td>
<td>N/A</td>
<td>Instructor with Special Degree Provisions</td>
<td>7/1/2013</td>
<td>$73,500</td>
</tr>
<tr>
<td>13</td>
<td>Academic Affairs</td>
<td>Kathleen Gates</td>
<td>Psychology</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$80,000</td>
</tr>
<tr>
<td>14</td>
<td>Academic Affairs</td>
<td>Kristen Kucera</td>
<td>Exercise and Sport Sciences</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$77,000</td>
</tr>
<tr>
<td>15</td>
<td>Academic Affairs</td>
<td>Paul Lanier</td>
<td>School of Social Work</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$73,000</td>
</tr>
<tr>
<td>16</td>
<td>Academic Affairs</td>
<td>Nicholas Law</td>
<td>Physics &amp; Astronomy</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$75,000</td>
</tr>
<tr>
<td>17</td>
<td>Academic Affairs</td>
<td>Fei Li</td>
<td>Economics</td>
<td>N/A</td>
<td>Instructor with Special Degree Provisions</td>
<td>7/1/2013</td>
<td>$115,000</td>
</tr>
<tr>
<td>18</td>
<td>Academic Affairs</td>
<td>Melissa Lippold</td>
<td>School of Social Work</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$74,000</td>
</tr>
<tr>
<td>19</td>
<td>Academic Affairs</td>
<td>Douglas MacKay</td>
<td>Public Policy</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$79,500</td>
</tr>
<tr>
<td>20</td>
<td>Health Affairs</td>
<td>Marshall Mazea</td>
<td>Pathology &amp; Laboratory Medicine</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$150,000</td>
</tr>
<tr>
<td>21</td>
<td>Health Affairs</td>
<td>Jacqueline McLaughlin</td>
<td>Pharmacy</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>6/1/2013</td>
<td>$112,000</td>
</tr>
<tr>
<td>22</td>
<td>Academic Affairs</td>
<td>Benjamin Mirus</td>
<td>Geological Sciences</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$75,000</td>
</tr>
<tr>
<td>23</td>
<td>Academic Affairs</td>
<td>Mosi Morrison</td>
<td>Sociology</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2014</td>
<td>$80,000</td>
</tr>
<tr>
<td>24</td>
<td>Health Affairs</td>
<td>Amanda Nelson</td>
<td>Surgery</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$115,500</td>
</tr>
<tr>
<td>25</td>
<td>Health Affairs</td>
<td>Anne Peery</td>
<td>Medicine</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$150,000</td>
</tr>
<tr>
<td>26</td>
<td>Academic Affairs</td>
<td>Tiago Pires</td>
<td>Economics</td>
<td>N/A</td>
<td>Instructor with Special Degree Provisions</td>
<td>7/1/2013</td>
<td>$115,000</td>
</tr>
<tr>
<td>27</td>
<td>Academic Affairs</td>
<td>LaToya Powell</td>
<td>School of Government</td>
<td>Visiting Assistant Professor</td>
<td>Assistant Professor</td>
<td>6/1/2013</td>
<td>$97,000</td>
</tr>
<tr>
<td>28</td>
<td>Health Affairs</td>
<td>Jeremy Purvis</td>
<td>Genetics</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>8/31/2013</td>
<td>$120,000</td>
</tr>
<tr>
<td>29</td>
<td>Academic Affairs</td>
<td>Kathryn Reissner</td>
<td>Psychology</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$73,000</td>
</tr>
<tr>
<td>30</td>
<td>Academic Affairs</td>
<td>Diego Riveros-Iregui</td>
<td>Geography</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$83,000</td>
</tr>
<tr>
<td>31</td>
<td>Health Affairs</td>
<td>Jonathan Samuel</td>
<td>Surgery</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$225,000</td>
</tr>
<tr>
<td>32</td>
<td>Health Affairs</td>
<td>Arlene Sena-Soberano</td>
<td>Medicine</td>
<td>Clinical Associate Professor</td>
<td>Associate Professor</td>
<td>7/1/2013</td>
<td>$155,277</td>
</tr>
</tbody>
</table>
The University of North Carolina at Chapel Hill
EXECUTIVE SUMMARY
Board of Trustees
June 17, 2013

<table>
<thead>
<tr>
<th>No.</th>
<th>College/Division</th>
<th>Name</th>
<th>Dept./School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>33</td>
<td>Academic Affairs</td>
<td>Stanislav Shrvabrin</td>
<td>Germanic &amp; Slavic Languages and</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$70,000</td>
</tr>
<tr>
<td>34</td>
<td>Academic Affairs</td>
<td>Meredith Smith</td>
<td>School of Government</td>
<td>Visiting Assistant Professor</td>
<td>Assistant Professor</td>
<td>6/1/2013</td>
<td>$90,500</td>
</tr>
<tr>
<td>35</td>
<td>Health Affairs</td>
<td>Juan Song</td>
<td>Pharmacology</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>9/1/2013</td>
<td>$105,000</td>
</tr>
<tr>
<td>36</td>
<td>Academic Affairs</td>
<td>Cynthia Sturton</td>
<td>Computer Science</td>
<td>N/A</td>
<td>Instructor with Special Provision</td>
<td>7/1/2013</td>
<td>$92,000</td>
</tr>
<tr>
<td>37</td>
<td>Academic Affairs</td>
<td>Nur Sunar</td>
<td>KFBS</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$150,000</td>
</tr>
<tr>
<td>38</td>
<td>Health Affairs</td>
<td>Jennifer Tang*</td>
<td>OB-GYN</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$100,000</td>
</tr>
<tr>
<td>39</td>
<td>Academic Affairs</td>
<td>Eren Tasar</td>
<td>History</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$71,000</td>
</tr>
<tr>
<td>40</td>
<td>Academic Affairs</td>
<td>Scott Warren</td>
<td>Chemistry</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$75,000</td>
</tr>
<tr>
<td>41</td>
<td>Health Affairs</td>
<td>Jing Wu</td>
<td>Neurosurgery</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$164,000</td>
</tr>
</tbody>
</table>

Addition of Joint Appointment Conferring Tenure Track

| 0   | N/A                  | N/A              | N/A                                | N/A                            | N/A                            | N/A            | N/A     |

Promotion to Full Professor

| 1   | Health Affairs       | James Bear      | Cell Biology & Physiology          | Associate Professor            | Professor             | 6/28/2013     | $125,000|
| 2   | Academic Affairs     | Frank Conlon    | Biology                            | Associate Professor            | Professor             | 7/1/2013      | $132,000|
| 3   | Academic Affairs     | Yufeng Liu      | Statistics & Operations Research (primary) | Associate Professor | Professor | 7/1/2013      | $118,829|
| 4   | Academic Affairs     | Peter Redfield  | Anthropology                       | Associate Professor            | Professor             | 7/1/2013      | $85,608 |

Reappointments to the same Rank

| 1   | Health Affairs       | Alfred Barritt  | Medicine                           | Assistant Professor            | Assistant Professor   | 7/1/2014      | $151,800|
| 2   | Health Affairs       | Millie Barritt  | Medicine                           | Assistant Professor            | Assistant Professor   | 7/1/2014      | $151,800|
| 3   | Academic Affairs     | Michael Christian | KFBS                        | Assistant Professor            | Assistant Professor   | 7/1/2014      | $155,000|
| 4   | Health Affairs       | Orlando Cornell Nieto | Environemental Sciences & Engineering | Assistant Professor | Assistant Professor | 7/1/2014      | $80,000 |
| 5   | Academic Affairs     | Frederick Fodrie | Institute of Marine Sciences      | Assistant Professor            | Assistant Professor   | 7/1/2014      | $61,800 |
| 6   | Health Affairs       | Scott Lawrence  | Opthalmology                       | Assistant Professor            | Assistant Professor   | 7/1/2013      | $186,500|
| 7   | Academic Affairs     | Scott Rockart   | KFBS                               | Assistant Professor            | Assistant Professor   | 7/1/2014      | $151,800|
| 8   | Health Affairs       | Garrett Stuber  | Psychiatry                         | Assistant Professor            | Assistant Professor   | 6/1/2014      | $112,256|
| 9   | Health Affairs       | Jason Surratt   | Environemental Sciences & Engineering | Assistant Professor | Assistant Professor | 7/1/2014      | $81,000 |

Designation/Reappointments to Departmental Chair

| 1   | Health Affairs       | Valerie Murrah  | Diagnostic Sciences                | Professor, Chair              | Professor, Chair      | 3/1/2013      | $474,794|
| 2   | Academic Affairs     | Randall Styers  | Religious Studies                  | Associate Professor           | Associate Professor, Chair | 7/1/2013     | $85,000 |

Designation/Reappointments to Distinguished Professorship

| 1   | Health Affairs       | Dwight Bellinger | Pathology & Laboratory Medicine   | Professor                     | Fred C. and Leila B. Owen Distinguished Professorship | 7/1/2013      | $175,981|
| 2   | Academic Affairs     | Jeffery Hirsch  | School of Law                      | Associate Professor           | Geneva Yeargan Rand Professorship | 7/1/2013      | $134,042|
| 3   | Academic Affairs     | Thomas Kelley    | School of Law                      | Professor                     | Paul B. Eaton Professor of Law | 7/1/2013      | $127,217|
| 4   | Academic Affairs     | Christopher Lee  | SILS                               | Associate Professor           | McColl Distinguished Term Associate Professor | 7/1/2013      | $83,786 |
| 5   | Academic Affairs     | Judith Meece    | School of Education                | Professor                     | McMichael Term Professorship | 7/1/2013      | $120,530|

Page 2
### Board of Trustees

**EXECUTIVE SUMMARY**
**June 17, 2013**

<table>
<thead>
<tr>
<th>No.</th>
<th>College/Division</th>
<th>Name</th>
<th>Dept./School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Academic Affairs</td>
<td>George Noblit</td>
<td>School of Education</td>
<td>Joseph R. Neikerk Distinguished Professorship</td>
<td>Joseph R. Neikerk Distinguished Professorship</td>
<td>7/1/2013</td>
<td>$122,869</td>
</tr>
<tr>
<td>7</td>
<td>Academic Affairs</td>
<td>Mark Weidemaier</td>
<td>School of Law</td>
<td>Assistant Professor</td>
<td>Ralph M. Stockton, Jr. Professorship</td>
<td>7/1/2013</td>
<td>$117,344</td>
</tr>
</tbody>
</table>

### Designation to Eminent Professorship

<table>
<thead>
<tr>
<th>No.</th>
<th>College/Division</th>
<th>Name</th>
<th>Dept./School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Health Affairs</td>
<td>Myron Cohen</td>
<td>Medicine</td>
<td>J. Herbert Bate Distinguished Professor</td>
<td>Yeargan-Bate Eminent Professor</td>
<td>7/1/2013</td>
<td>$310,800</td>
</tr>
</tbody>
</table>

### New Appointments Conferring Tenure

<table>
<thead>
<tr>
<th>No.</th>
<th>College/Division</th>
<th>Name</th>
<th>Dept./School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Health Affairs</td>
<td>Victoria Bae-Jump</td>
<td>Obstetrics &amp; Gynecology</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>7/30/2013</td>
<td>$235,182</td>
</tr>
<tr>
<td>2</td>
<td>Health Affairs</td>
<td>William Carpenter</td>
<td>Health Policy &amp; Management</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>7/1/2013</td>
<td>$121,260</td>
</tr>
<tr>
<td>3</td>
<td>Academic Affairs</td>
<td>Riccardo Colacito</td>
<td>KFBS</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>7/1/2013</td>
<td>$190,000</td>
</tr>
<tr>
<td>4</td>
<td>Health Affairs</td>
<td>Rebecca Fry</td>
<td>Environmental Sciences &amp; Engineering</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>7/1/2013</td>
<td>$90,000</td>
</tr>
<tr>
<td>5</td>
<td>Academic Affairs</td>
<td>Tarun Kushwaha</td>
<td>KFBS</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>7/1/2013</td>
<td>$143,451</td>
</tr>
<tr>
<td>6</td>
<td>Health Affairs</td>
<td>Samuel McLean</td>
<td>Anesthesiology</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>7/1/2013</td>
<td>$252,377</td>
</tr>
<tr>
<td>7</td>
<td>Health Affairs</td>
<td>Andrea Nacoley</td>
<td>Endodontics</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>7/1/2013</td>
<td>$92,543</td>
</tr>
<tr>
<td>8</td>
<td>Academic Affairs</td>
<td>Terence Oliver</td>
<td>JOMC</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>7/1/2013</td>
<td>$87,020</td>
</tr>
<tr>
<td>9</td>
<td>Academic Affairs</td>
<td>Geoffrey Tate</td>
<td>KFBS</td>
<td>Associate Professor</td>
<td>Associate Professor</td>
<td>7/1/2013</td>
<td>$210,000</td>
</tr>
</tbody>
</table>

### Addition of Joint Appointment Conferring Tenure

<table>
<thead>
<tr>
<th>No.</th>
<th>College/Division</th>
<th>Name</th>
<th>Dept./School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>73</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Corrections

<table>
<thead>
<tr>
<th>No.</th>
<th>College/Division</th>
<th>Name</th>
<th>Dept./School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Health Affairs</td>
<td>Frank Conlon</td>
<td>Genetics</td>
<td>Associate Professor</td>
<td>Professor</td>
<td>7/1/2013</td>
<td>$130,000</td>
</tr>
<tr>
<td>2</td>
<td>Academic Affairs</td>
<td>Laura Klinger</td>
<td>Psychiatry</td>
<td>Visiting Associate Professor</td>
<td>Associate Professor</td>
<td>8/1/2013</td>
<td>$180,000 (salary was noted as $185,400 on May agenda)</td>
</tr>
<tr>
<td>3</td>
<td>Health Affairs</td>
<td>Robert Wright</td>
<td>Prosthodontics</td>
<td>N/A</td>
<td>Professor, Chair</td>
<td>6/1/2013 (was scheduled 7/1/2013)</td>
<td>$165,000 (salary was noted as $132,000 on February agenda)</td>
</tr>
</tbody>
</table>
## Executive Summary

**Board of Trustees**

**June 17, 2013**

### Compensation Actions

<table>
<thead>
<tr>
<th>No.</th>
<th>College/Division</th>
<th>Name</th>
<th>Department/School</th>
<th>Rank</th>
<th>Reason</th>
<th>Requested Increase Amount</th>
<th>Percent of Increase</th>
<th>Current Salary</th>
<th>New Salary</th>
<th>Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Health Affairs</td>
<td>Marina Sokolsky-Papkov</td>
<td>Pharmacy</td>
<td>Research Assistant Professor</td>
<td>Internal Pay Alignment</td>
<td>$8,195</td>
<td>14.90%</td>
<td>$55,000</td>
<td>$63,195</td>
<td>7/1/2013</td>
</tr>
<tr>
<td>2</td>
<td>Health Affairs</td>
<td>Devika Soundara Manickam</td>
<td>Pharmacy</td>
<td>Research Assistant Professor</td>
<td>Internal Pay Alignment</td>
<td>$8,195</td>
<td>14.90%</td>
<td>$55,000</td>
<td>$63,195</td>
<td>7/1/2013</td>
</tr>
<tr>
<td>3</td>
<td>Health Affairs</td>
<td>Jennifer Tang</td>
<td>OB-GYN</td>
<td>Assistant Professor (7/1/2013)</td>
<td>Competitive Recruitment</td>
<td>$53,000</td>
<td>53.00%</td>
<td>$100,000</td>
<td>$153,000</td>
<td>7/1/2013</td>
</tr>
<tr>
<td>4</td>
<td>Health Affairs</td>
<td>Xiang Yi</td>
<td>Pharmacy</td>
<td>Research Assistant Professor</td>
<td>Internal Pay Alignment</td>
<td>$9,600</td>
<td>20.00%</td>
<td>$48,000</td>
<td>$57,600</td>
<td>7/1/2013</td>
</tr>
</tbody>
</table>

* Requested increase is dependent on approval of personnel action in this month's Appendix A
** Requested increase is dependent on approval of personnel action in next month's Appendix A

### Non-Salary Compensation Actions

<table>
<thead>
<tr>
<th>No.</th>
<th>College/Division</th>
<th>Name</th>
<th>Department/School</th>
<th>Rank</th>
<th>Reason</th>
<th>Total Monetary Value of Non-Salary Compensation</th>
<th>Duration of Non-Salary Compensation</th>
<th>Effective Date</th>
<th>End Date</th>
</tr>
</thead>
</table>

*Available funding for each action has been confirmed by the appropriate Department and School/Division management officials to support the proposed salary increase.

Upon implementation, specific funding sources are reviewed and approved at the Department level, as well as by the applicable University Central Financial offices, including the University Budget Office and the Office of Sponsored Research/Grant Funded salaries.
<p>| No. | College/Division | Name | Department/School | Rank | Reason | Requested Increase Amount | Percent of Increase | Current Salary | New Salary | Effective Date |
|-----|------------------|------|-------------------|------|--------|----------------------------|---------------------|----------------|------------|--------------|----------------|</p>
<table>
<thead>
<tr>
<th>No.</th>
<th>College/Division</th>
<th>Name</th>
<th>Department/School</th>
<th>Rank</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

For Information
June 19, 2013

Re: Mail Ballot

Dear Trustees:

Attached for your review and action are the final reports of the three 21st Century Vision Committees. It has been my hope for some time that the Board might act on these reports prior to June 30, 2013, since this Board and Chancellor Thorp undertook this initiative.

To that end, I am respectfully requesting that you review and vote on each Committee report by completing and returning to Heather Greene the attached mail ballot by next Monday, June 24, 2013. If the reports are approved by the Board by mail ballot, the reports will be placed on the Board’s Consent Agenda for action at the July 25 Board meeting. If you wish to discuss the reports or have any questions about them, please call me at (919) 834-9216.

I wish to take this opportunity to express my appreciation to each member of the Board and especially to the Committee Chairs, faculty and members of the administration who worked tirelessly during the last year in conducting these studies and preparing these reports. The reports will serve as a valuable resource for Chancellor Folt and future Boards in advancing the academic mission of the University.

Happy summer!

Sincerely,

Wade H. Hargrove

Re 6/19/2013 mail ballot: (Vision Committee Reports)

Enclosure

WHH/aps

A quorum was received on 6/24/2013:
W. Lowry Caudill
Christy Lambden
Donald Williams Curtis
H. Kel Landis III
John L. Townsend III
Phillip L. Clay
Wade H. Hargrove

Additional approvals received:
Peter T. Grauer
Barbara R. Hyde
Sallie Shuping-Russell

Ballots not Received:
J. Alston Gardner
Steven J. Lerner
Felicia A. Washington
<table>
<thead>
<tr>
<th></th>
<th>Approve</th>
<th>Disapprove</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access &amp; Completion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Models of Undergraduate Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Using Research to Solve the World’s Problems</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Signed

Date

Please fax or email the ballot by Monday, June 24, 2013 to Heather Green:

Fax: (919) 962-8464

Email: heathergreene@unc.edu
21st Century Vision Committee on Access and Completion
Report and Recommendations

Preface

Convened in July 2012 by the Board of Trustees and Chancellor Holden Thorp, the 21st Century Committee on Access and Completion was charged with exploring how the University might expand access to a broader and more diverse group of students, develop innovative models of financial aid, decrease time to graduation and to the achievement of other academic objectives, and influence the national conversation about excellence and equity in higher education.

Over a period of ten months, the committee met with faculty, staff, and students and with leaders from outside the University community. The committee also reviewed and discussed the current state of access and completion at the University, as well as documents and statistics pertaining to demographic and economic change in North Carolina and to admissions, enrollment, and financial aid at UNC-Chapel Hill.

The names of those who met with the committee, as well as the titles of their presentations and a list of the committee’s background readings, appear in the appendix to this report.

Findings

Our presenters confirmed the rate and scale of the changes that are shaping not only the educational landscape but also our state, nation, and world. The rising cost of college, concern about student debt, and excitement about low-cost online courses are leading some to question the value of the traditional undergraduate experience, especially in the arts and sciences. New models of elementary and secondary instruction are disrupting public education, so far with mixed results. Demographic and economic change is sweeping the nation and especially North Carolina.

Our conversations revealed formidable threats and obstacles but also significant opportunities. The former include uncertainty about federal and state funding for need-based aid, questions about the use of tuition to support need-based aid for low- and middle-income families, persistent gaps in achievement and opportunity within P-12 education, and uncertainty about the extent to which the University will be able to determine its own course of action and to act independently where access and completion are concerned. Another potential obstacle is the University’s past success in these areas, to the extent that such success can encourage complacency or discourage innovation.

Despite these challenges, the committee believes that Carolina enjoys an extraordinary opportunity to define how a leading public research university can strengthen both access and success in the 21st century. The University can preserve and enhance the traditional undergraduate experience, which must remain rigorous and residential, even as it develops new ways to teach and serve students who cannot readily participate in this experience. Although we have not recommended a comprehensive strategy for online instruction, given the complexity of the issue and the need for further study, we believe that such a strategy must recognize the ways in which online instruction can enhance both access and completion. Schools, departments, and faculty members at the Uni-
University have already demonstrated the effectiveness of technologically enhanced teaching and learning, whether through hybrid courses or those conducted wholly online. Imaginative, adaptive, and judicious use of such instruction could broaden access for students who cannot enroll full-time or move to Chapel Hill, even as it improves learning for those in residence.

The University can also seek out and enroll talented students from all walks of life who want to work at the highest level and who will benefit from a Carolina education by alleviating the financial barriers that would prevent their enrollment. And the University can help all its students finish what they start and achieve their fullest potential both academically and personally.

The University’s success in these areas will be crucial not only for Carolina but also for North Carolina. In the face of accelerating economic and demographic change, as well as shifting public opinion, the University must reaffirm its longstanding commitment to opportunity and excellence, even as it prepares itself to welcome, challenge, and support the next generation of students to call Chapel Hill home.

In doing so, and in sharing its experience and research findings with others, the University will influence national discussions about access, affordability, student success, and instructional innovation in higher education.

Recommendations

- **Maintain our commitment to need-blind admission and full-need financial aid.**

  Almost alone among public universities, UNC-Chapel Hill admits undergraduate candidates without regard to their ability to pay for their education and meets the full demonstrated financial need of those who earn admission and apply for aid on time. This dual commitment not only serves as a beacon of hope to students across North Carolina and beyond; it also enables the University to enroll the best students regardless of their means.

  Given the demographic changes that are already in process in our state, we strongly support this commitment and believe that it will be even more important in the future than it is today. We also believe this commitment reinforces the University’s identity—not only as the nation’s first public university, but also as a great university that remains proudly public.

  Our ability to honor this commitment is now threatened: partly by the changing demographics of our state and the changed circumstances of families recovering slowly from the recession; partly by a changing public discourse, which could impose limits on tuition and other funding sources that have previously supported our students; partly by past and proposed cuts in state and federal aid. Moreover, our ability to aid those who can demonstrate need is moderated by concern over our inability to support many who do not qualify for aid but are understandably concerned about costs and debt.

  In light of these challenges, we recommend that the University act to maintain, reinforce, and build upon our commitment to need-blind admission and full-need financial aid by:

  - Reinforcing aid policies that have secured access and affordability in the past, while reimagining what will be needed for the future.
o Securing the resources required to maintain this commitment during the next capital campaign.

o Establishing reasonable goals for cumulative debt upon graduation for undergraduates that are consistent with the University’s commitment to affordability and do not require students to compromise their financial futures.

o Expanding opportunities for all students who wish to work during the academic year to defray the cost of their education, providing work, wherever possible, that parallels the student’s academic program or career interest.

We further recommend that the University take every opportunity to explain the crucial role that the existing platform of federal and state aid plays in our ability to enroll talented students and encourage their success, and to advocate for these programs.

- **Preserve and strengthen the residential experience for undergraduate students.**

We have found little evidence that interest is waning in the residential, arts-and-sciences experience that has long been integral to undergraduate study at the University. Indeed, the growth in undergraduate applications suggests that interest continues to expand, both across North Carolina and around the world.

We therefore recommend that efforts to broaden access and completion be carefully designed so that they preserve and strengthen the traditional residential experience for undergraduates. Rigorous online instruction—whether as entire courses or enhancements to face-to-face courses—could strengthen the residential and non-residential experience at Carolina. New online degree programs could preserve it, by reducing pressure to grow on-campus enrollment to levels that would compromise the quality of face-to-face instruction and campus life.

- **Expand programs for adult learners.**

Earlier this year the UNC system adopted a strategic plan that commits all sixteen public universities, including UNC-Chapel Hill, to the goal of “help[ing] North Carolina become one of the top ten most educated states in the nation” by 2025. Because the resources required to grow residential enrollment without sacrificing quality will probably not become available, and because almost all of the students who enroll at UNC-Chapel Hill are already graduating, the University’s best opportunity to contribute to this system-wide goal will likely involve non-residential programs for non-traditional students.

We recommend that UNC-Chapel Hill develop partnerships among its schools, departments, and programs, as well as partnerships with other public universities in North Carolina, that will allow the University to offer one or more flexible, high-quality degree-completion programs for adult learners with at least two years of previous college experience but no bachelor degree.

Such partnerships will ideally take full advantage of online and other innovative methods of instruction and build upon the success of current University programs that serve non-traditional students—for example, those offered through the William and Ida Friday Center for Continu-
Partner with other institutions that foster access and success for underserved students.

In recent years organizations across North Carolina, including the UNC system, have committed themselves to improving academic outcomes for students who are historically underserved. Several of these organizations—for example, North Carolina New Schools—have developed innovative models that have significantly improved high-school graduation rates and other indicators of success.

We recommend that UNC-Chapel Hill strengthen its partnerships with schools, school districts, community colleges, and other innovative organizations that are proving their effectiveness in serving students from rural, low-income, first-generation-college, and other underrepresented backgrounds. Such partnerships will broaden access for talented students who might otherwise consider the University—or higher education more generally—out of reach.

Strengthen academic success, including graduation rates, of all undergraduate students.

The University has made admirable progress in improving retention and graduation rates for undergraduate students. As a result of this progress, our students currently graduate at rates that are the envy of all but a few universities, public or private, nationwide. Although students themselves have been responsible for this improvement, they have benefited from innovative academic opportunities, improved support services, and the efforts of individual faculty and staff members, departments, and schools.

We believe UNC-Chapel Hill must now build on this success by strengthening and further coordinating campus services and by establishing a focused, University-wide effort to foster a culture of success and completion for all students. Such a culture will focus on the strengths of our students rather than their weaknesses, and it will learn from students how the University can support and encourage them more effectively.

We recommend that the University establish—and within ten years achieve—the goal of leading all AAU public universities in four- and six-year graduation rates for undergraduate students by enhancing coordinated support services and by eliminating disparities in retention and graduation rates for students of all races, ages, ethnicities, incomes, disabilities, and educational backgrounds.

Conclusion

The University prides itself in the excellence it has achieved over generations through vision, commitment, and hard work. In our view, this excellence is inextricably linked to our ability to attract talented students regardless of their means, and to encourage these students to achieve all that they are capable of achieving. At Carolina, we see no natural antagonism between excellence and access; rather, we believe that each informs the other, and that a great public university must be committed to both.
The critical goals outlined above are evidence of this commitment. In fulfilling these goals, and in disseminating the lessons we learn in the course of completing them, the University will influence the national conversation about access and completion and shape the course of higher education in the 21st century.
21st Century Vision Committee on Access and Completion
Appendix

Members

John Akin
Austin H. Carr Distinguished Professor of Economics

Taffye Benson Clayton
Vice Provost for Diversity and Multicultural Affairs

James W. Dean, Jr.
Dean, Kenan-Flagler Business School
Sarah Graham Kenan Distinguished Scholar and Professor of Organizational Behavior

Stephen Farmer (co-chair)
Vice Provost for Enrollment and Undergraduate Admissions

Wade Hampton Hargrove
Chair, Board of Trustees

H. Kel Landis III (co-chair)
Member, Board of Trustees

Will Leimenstoll
Member, Board of Trustees

Ming Lin
John R. and Louise S. Parker Distinguished Professor of Computer Science

Shirley Ort
Associate Provost and Director of Scholarships and Student Aid

Abigail Panter
Bowman and Gordon Gray Distinguished Professor of Psychology

William C. Rivenbark
Professor of Public Administration and Government

Sallie Shuping-Russell
Member, Board of Trustees

Felicia A. Washington
Member, Board of Trustees
Presenters

Individualized Education and Career Passways for All North Carolinians
  Peter Coclanis
  Albert Newsome Distinguished Professor of History and Director, Global Research Institute
  Warché K. Downing
  Senior, Public Policy
  Daniel P. Gitterman
  Associate Professor of Public Policy
  Shannon Hood Smith
  Junior, Public Policy

North Carolina New Schools
  Tony Habit
  President, North Carolina New Schools

Student Financial Aid at Carolina
  Shirley Ort
  Associate Provost and Director of Scholarships and Student Aid

Disruptive Demographics and North Carolina’s Education Challenges
  James H. Johnson, Jr.
  William R. Kenan, Jr., Distinguished Professor of Strategy and Entrepreneurship and Director, Urban Investment Strategies Center, Kenan Institute of Private Enterprise

The Bachelor of Interdisciplinary Studies at the University of Virginia
  Billy Cannaday
  Vice Provost for Academic Outreach, University of Virginia

Current UNC-Chapel Hill Offerings in Continuing Education
  Rob Bruce
  Director, William and Ida Friday Center for Continuing Education
  Carol Tresolini
  Vice Provost for Academic Initiatives

Retention and Completion: What We’re Doing and What We Could Do Better
  Fred Clark
  Professor of Portuguese and Academic Coordinator, Carolina Covenant
  Cynthia Demetriou
  Director for Retention, College of Arts and Sciences
  Harold Woodard
  Associate Dean, College of Arts and Sciences
Readings

Statistical Portrait of the University, 1991-2011.

Charge to the UNC Advisory Committee on Strategic Directions.


“Texas MOOCs for Credit?,” Inside Higher Ed, 16 October 2012.

“Public Colleges and Universities Commit to 3.8 Million Boost in College Completion,” Association of Public and Land-Grant Universities, September 2012.


Background Information and Admissions Statistics for North Carolina New Schools.

Student Financial Aid at Carolina: An Uncommon Commitment.


“Americans believe higher education must innovate,” news@Northeastern, 27 November 2012.


Jane Stancill, “UNC system wants to produce more graduates,” News and Observer, 8 January 2013.


Graduation Rates at UNC-Chapel Hill and Peer Universities.

2004 and 2010 Retention Studies.
Models of Undergraduate Education Committee:

Co-Chairs:
Alston Gardner, Trustee
Karen M. Gil, Dean, College of Arts and Sciences

Members:
Bruce Carney, Executive Vice Chancellor and Provost
Phil Clay, Trustee
Don Curtis, Trustee
Doug Dibbert, Director, General Alumni Association
Wade Hargrove, Trustee
Barbara Hyde, Trustee
Laurie Maffly-Kipp, Professor and Chair, Religious Studies
Bill McDiarmid, Dean, College of Education
Peter Mucha, Bowman and Gordon Gray Professor, Mathematics; Chair, Applied Physical Sciences
Rachel Myrick, Undergraduate Student
Bobbi Owen, Senior Associate Dean, Undergraduate Education
Mike Patil, Carolina Counts
Andrew Powell, Undergraduate Student
Dulcie Straughan, Professor, Journalism/Mass Communication
Jane Thrailkill, Associate Professor, English and Comparative Literature
Lynn Williford, Assistant Provost for Institutional Research and Assessment

OVERVIEW

The committee’s goal was to explore models of undergraduate education and make recommendations to ensure that UNC-Chapel Hill is preparing students for leadership and engagement in North Carolina and the world. The committee met five times, consulted a range of experts, heard about current approaches to undergraduate education and the changing needs and demographics of our student population, and commissioned an alumni survey. We considered how the University could transform the undergraduate experience to make it even more academically engaging and relevant to students’ needs and learning styles, while preparing them for successful, productive and meaningful lives in a fast-changing global society. A summary of our meetings and discussions is enclosed in the Appendix.
Our goal is to transform undergraduate educational opportunities to ensure that more students gain the knowledge, skills and experiences they need for 21st century leadership and engagement. We offer the following recommendations:

1. Create Transformative Learning Opportunities

**Rationale:** The average UNC-Chapel Hill first-year student starts with 15 credit hours (1 semester) and the average Honors student starts with 30 credit hours (1 year), which positions them to be eligible for graduation before the end of four years. These ambitious students would relish the freedom and time during their undergraduate years to use acquired knowledge, skills and experiences to delve more deeply into a challenging project aligned with their life interests. Such opportunities may be general or specialized.

a) **Develop extended senior projects.** More flexible than a traditional senior thesis, this would involve extended research, an internship or cooperative work program, a series of courses and/or community engagement activities for a rich practical experience over a period of time. (6-12 credits)

b) **Combine learning, discovery and engagement.** Recent entrepreneurship activities suggest a range of possibilities for combining work, study and engagement over the course of a semester or a full academic year.

2. Incorporate Best Techniques and Technologies in Re-Engineered Courses

**Rationale:** Millennial students expect varied learning environments, including individual work, team projects and active engagement both in and beyond the classroom. Research also shows that under-prepared students in particular may benefit from re-designed courses, “flipped” classrooms, and interactive technologies and techniques that foster small-group work and allow instructors to gauge and pace learning to meet individual students’ diverse learning needs.

a) **Promote the development of hybrid courses.** The University should promote improved learning opportunities through courses that incorporate the latest pedagogical research, including technological advances and interactive techniques. For example, “flipped” classrooms appear in re-designed courses that provide lecture content in on-line modules and use class time for more applied, interactive learning exercises.

b) **Develop more learning opportunities and courses with the professional schools.** These could incorporate team-teaching and guest lecturers.

c) **Revisit current guidelines related to on-line courses that restrict participation.** Consider how programs like Semester Online and Carolina Courses Online might be beneficial.

d) **Develop co-taught courses between Carolina and other universities** including other UNC system schools and our international partners.
3. **Guide Students’ Transition to Next Steps**

**Rationale:** Students with significant advanced placement credits (see Recommendation #1) are increasingly interested in transitioning more quickly to graduate school and/or work, including opportunities to obtain dual degrees (undergraduate and master’s) within 4.5 or 5 years. All students need guidance about post-graduate opportunities that align with their life and career interests.

a) **Implement additional innovative Dual Bachelor/Master Degrees** that align with students’ career and life goals. Create a program to support students who wish to participate.

b) **Increase collaboration between Academic Advising and Career Services** to strengthen the connection between the education that students receive at Carolina and their career aspirations. For example, encourage undergraduates to explore post-baccalaureate certificate programs intended to prepare them for specific career opportunities.

c) **Create a formal program to encourage students to graduate in three-years.**

d) **Support and encourage students who want to pursue interdisciplinary interests and programs to draw connections** between their studies and practical experiences.

4. **Streamline and Support Pathways to Degree Attainment**

**Rationale:** As re-enforced in the Board of Governors’ 2012 strategic plan, “Our Time, Our Future,” the number of university graduates can be increased by improving retention and graduation rates, especially among students who may need additional academic support. UNC-Chapel Hill has excellent 4- and 6-year graduation rates, but can focus on improving the success of students in particular target groups, such as first-generation students, minority males, and students from low socio-economic backgrounds.

a) **Enhance successful programs such as Summer Bridge, Chancellor’s Science Scholars, MURAP,** etc. to better support more students who have specific needs.

b) **Expand the First Year Seminar program** to meet the needs of transfer students.

c) **Simplify, clarify and better communicate** undergraduate education requirements.

5. **Survey Alumni Regularly and Incorporate Results into Assessment and Planning**

**Rationale:** The University needs to know which aspects of undergraduate education have been most helpful to our graduates, and which may need to be improved.

a) **Develop a process to solicit information from alumni** on a regular and ongoing basis.

b) **Incorporate the survey results into the annual assessment processes** and analyze patterns of change over time.
The committee addressed the following questions:

- **Who:** How has the student population changed? What will the undergraduate student body look like in the future? Do they learn differently than past students?
- **Why:** What is the essence of undergraduate education? What foundational components of an undergraduate education are necessary for students’ future success?
- **What:** What is the current model for undergraduate education? What are the objectives? Is it delivering on the objectives?
- **How:** How do we employ new teaching technologies and methods to improve undergraduate learning? How can the University better integrate its research and teaching missions to maximize learning and discovery in a way that contributes to student success and addresses challenges facing North Carolina and the world?

**Who: North Carolina’s Changing Demographics**

Trustee Gardner summarized a presentation by Professor James Johnson (Kenan-Flagler) on North Carolina’s changing ethnic, racial and socio-economic demographics, explaining how UNC’s student population was becoming more diverse, including more first-generation students and older students.

**Who: Our Student Population**

Lynn Williford (Office of Institutional Research and Assessment) reported on past surveys and Admissions data showing average GPAs and SATs.

**Who: Student Needs and Demographics Are Changing**

The committee consulted a panel of high school representatives to learn more about how changes in student demographics affect student learning needs and interests. The panel was moderated by Dean Bill McDiarmid and included: Matthew Wight, Principal, Apex High School; Heather Clarkson, Principal, Cary Academy; Doreen Kelly, Principal, Ravenscroft School; Bill Pruden III, Head of Upper School Ravenscroft School; Kelly Batten, Executive Director for Secondary Programs and Director for Career and Technical Education for Chatham County Schools. They explored the following issues:

- **What changes have you seen in students in the last 10 years or from one generation to the next?**
  Students are reading different sources. They share ideas and network more, and they are accustomed to multi-tasking. They are also more globally aware due to the Internet.
- **What are the students looking for (thinking about) once they get to UNC-Chapel Hill?**
  Economic pressures make students question the value of a four-year degree; they wonder if they will be able to achieve what their parents did.
- **Where should the University focus to help its students in the 21st century?**
  Students want to be both well-rounded and well-prepared for a successful and meaningful life.

**Who: Student Needs and Interests are Changing**

The committee learned more about the changing needs and interests of students during a panel discussion about Millennial Learners. The panel was moderated by Professor Peter Mucha, Chair of the new Department of Applied Physical Sciences, and included: Janice Anderson, Assistant Professor of Science Education, School of Education; Kelly Hogan, Senior Lecturer, Department of Biology; John Paul, Clinical Associate Professor, School of Public Health; and Adam Persky, Director, Center for Educational Excellence, School of Pharmacy.
Why: Board of Governors’ Strategic Plan
Trustee Gardner led a discussion of the Board of Governors’ Strategic Plan. Discussion focused on two aspects of the plan about strengthening student assessments and setting core competencies for general education programs.

What: Alumni Survey
The committee agreed it would be useful to survey alumni to learn which aspects of our approach to undergraduate education have been most helpful to them, and which might be improved. Lynn Williford, Assistant Provost for Institutional Research and Assessment, presented a draft alumni survey that has since been finalized and distributed to alumni in the Classes of 2003 and 2008.

What: Curriculum Practices and Goals
Trustee Gardner and Dean Gil led a discussion of the undergraduate curriculum, which emphasizes broad exposure to the liberal arts and sciences, in-depth knowledge in the major(s), and acquisition of global awareness, relevant skills (communications, foreign languages, quantitative reasoning, ethical decision-making) and practical experiences (research, internships, entrepreneurship opportunities). The goal is lifelong learning so that students can respond nimbly to the changing dynamics of today’s global economy.

How: Big Ideas
Senior Associate Dean Owen discussed new ideas for helping students synthesize knowledge, skills and experience; maximize academic credits; and transition to graduate or professional school. The committee explored possibilities for providing more of the following opportunities:

- **Dual Bachelor/Master Degrees:** Students with significant advanced placement credits often fulfill their graduation requirements at the end of 3 or 3.5 years; those interested in continued study through at least 4 years would benefit from the opportunity to obtain dual undergraduate and master degrees in 4.5 to 5 years.
- **Extended Senior Projects:** This would be an opportunity for students to delve deeply into a specific area or passion, through extended research, practical experience and/or community engagement (for 6-12 credits). Ideally it would be more flexible than a typical senior thesis and could involve an innovative project incorporating one or more courses and other learning experiences.
- **Support for Under-Prepared Students:** Trustee Hyde said we should also provide more high-caliber programs for less prepared students or at-risk students, such as: First Year Seminars for transfer students, and expanded Summer Bridge for students who need help between high school and college.

How: Honors 20/20 – A Strategic Vision for Honors Carolina at UNC-Chapel Hill
James Leloudis, Associate Dean for Honors and Director of the James M. Johnston Center for Undergraduate Excellence, presented highlights from the strategic vision for the honors program. He emphasized new opportunities that would encourage students to synthesize and apply knowledge from course work, research and other learning experiences.

How: E-Learning Revolution at UNC-Chapel Hill
Carol Tresolini, Vice Provost for Academic Initiatives, and Rob Bruce, Director, The William and Ida Friday Center for Continuing Education, discussed the full spectrum of e-learning opportunities on campus including full on-line courses, MOOCs, and hybrid courses.
PROGRESS REPORT

The 21st Century Visioning Committee
“Using Research to Solve the World’s Problems”

MAKING CAROLINA’S BEST EVEN BETTER

University of North Carolina at Chapel Hill

May 21, 2013

Committee Members:
W. Lowry Caudill (Co-chair), BOT Member
Barbara Entwisle (Co-Chair), Vice Chancellor for Research, Kenan Distinguished Professor
Cynthia M. Bulik, Distinguished Professor, Departments of Psychiatry and Nutrition
Joseph M. DeSimone, Director, Frank Hawkins Kenan Institute of Private Enterprise;
Chancellor’s Eminent Professor, Department of Chemistry
Peter T. Grauer, BOT Member
Wade H. Hargrove, BOT Chair
James H. Johnson, Jr., Distinguished Professor, Kenan Flagler Business School
Steven J. Lerner, BOT Member
David M. Margolis, Professor, Department of Medicine
Steven W. Matson, Dean, Graduate School
Louis A. Perez, Director, Institute for the Study of the Americas
Sitterson Professor, Department of History
Barbara K. Rimer, Dean, School of Public Health, Alumni Distinguished Professor
John L. Townsend, BOT Member
The 21st Century Visioning Committee “Using Research to Solve the World’s Problems” was asked to assess the status and quality of Carolina’s research enterprise and recommend new ways to apply its research and scholarly endeavors to fulfill its mission to the state and solve important global problems.

This charge recognized Carolina’s position as a national leader in the conduct of research, ranking ninth among leading private and public research universities in federal funding devoted to R&D across all fields and fifteenth in overall R&D expenditures. It reflected Carolina’s strengths across the board, from arts and humanities to basic science in biomedicine. It also recognized that, as the state’s flagship public university, Carolina bears a special responsibility to ensure its research and scholarship benefit the people of North Carolina and society as a whole.

The Visioning Committee met between July 2012 and May 2013 to review and discuss related strategies and reports1 and to talk with prominent faculty about both the challenges and opportunities facing Carolina’s major research programs. Challenges included the management of complex partnerships in global settings, the complexities of communicating the meaning and importance of advancing research, and the role of reward structures in the promotion of faculty entrepreneurship. Opportunities included those afforded by UNC’s programs in applied physical sciences, public health and global health problems, biomedical engineering, and data science; the university’s robust liberal arts curriculum; and the translation of new technology and knowledge into the marketplace and everyday life.

This progress report provides an overview of our conversation and highlights areas where investment may magnify and extend the impact of our research within North Carolina and throughout the world.

The Committee was asked to consider whether new targeted investments should be considered to strengthen the application of Carolina’s cutting edge research to the solution of important problems. The application of research requires a translational pathway, a set of activities designed to drive new ideas to practical application and ultimately, to general use. The university has a proud tradition of this kind of research in the social, behavioral, and public health sciences. The Committee recognized that Carolina is additionally making new investments in other applied areas as well:

- A new Department of Applied Physical Sciences, to be formally established in July 2013, will foster problem-based interdisciplinary education and research at the intersection of biology, chemistry, mathematics, computer sciences, and physics and astronomy, with a particular focus on materials, energy, and nanomedicine.
- Biomedical engineering, which spans UNC’s School of Medicine and College of Arts and Sciences as well as NC State’s College of Engineering, stands as a model of interdisciplinary and inter-institutional collaboration. It fulfills a mandate to provide highly trained biomedical engineers, develop innovative research, and commercialize leading technologies in areas like biomedical

---

1 Reports considered included the 2011 Academic Plan, Innovate@Carolina: The Roadmap to Success (2010); Research Universities and the Future of America: Ten Breakthrough Actions Vital to our Nation’s Prosperity and Security (2012); Research Highlights (2012); and the UNC System’s Strategic Directions document (2013).
microdevices, imaging, rehabilitation engineering, pharmacoengineering, and regenerative medicine.

- The National Consortium for Data Science, launched at RENCI, the Renaissance Computing Institute, unites data researchers in academia with data creators and users in business and government to tackle the challenges related to collecting, sharing, and using large, diverse data collections ("big data").

The Committee endorses continued investment in these areas. In addition, it urges the further development and broadening of Implementation Science, a discipline being advanced by UNC’s Gillings School of Global Public Health to move new discoveries quickly into practice and policy – an effort that complements the CTSA’s mandate to speed the pace of translation of basic science discoveries to the benefit of patients and communities.

In considering how to increase Carolina’s research impact by its expanding capacity and building on its existing strengths, the Committee has organized its ideas under “six C’s”: Collaborate, Converge, Connect, Commercialize, Convene, and Communicate.

**Collaborate.** Identify, create, support, and reinforce communities of interest across a complex campus. Real-world problems can no longer be solved by a single faculty member, working alone within the tradition of a single discipline. Today it takes a diverse team. Carolina is known for fostering collaboration. Thirty percent of its extramural research funding currently supports projects with faculty investigators from more than one of its schools (e.g., the School of Medicine and the College of Arts & Sciences). Our challenge is to do even better, to develop strategies and tools that enable us to:

- Quickly recruit potential collaborators and form teams in response to changing opportunities;
- Locate and compete successfully for nontraditional as well as traditional sources of research funding;
- Forge and sustain complex partnerships with other institutions locally, regionally, and globally;
- Engage appropriately with diverse partners around the world.

We propose several approaches to achieve success in this domain. These include an analysis to determine obstacles that impede our progress, with the goal of implementing changes to reduce or minimize them. A second approach would be to offer incentives for even greater collaboration. A high priority for the Committee is to develop a system – such as, for example, the University of Michigan’s MCubed strategy – that will generate innovative proposals and breakthrough collaborations and back them with financial and institutional support.

**Converge.** Encourage the collision and synthesis of seemingly dissimilar disciplines to yield new insights and creative thinking. The idea of “convergence” in academia was initially associated with the physical and life sciences and engineering. While valuing the synergy of those disciplines, the Committee holds a

---

2 MIT, for example, has defined “convergence” as “[t]he merging of distinct technologies, processing disciplines, or devices into a unified whole that creates a host of new pathways and opportunities. It involves the coming together of different fields of study – particularly engineering, physical sciences, and life sciences – through collaboration among research groups and the
broader view of convergence, one that embraces the whole university and offers a better roadmap for innovation and creative problem-solving. Carolina has successfully maintained its place among the great public universities by knowing how to integrate its intellectual assets and support the creative process in a diversity of disciplines across multiple departments and schools. As a university with a core strength in the humanities, we recognize that we learn the most from those with whom we have the least in common. We value diversity of thought and culture as an essential element of problem solving – one that gives us the power to think beyond usual paradigms and see issues from the perspective of the many, rather than the few.

This occurs today at Carolina as our health and natural scientists make discoveries, our applied scientists commercialize them, our social scientists help implement them, and our humanities scholars explore their context and broader meaning. It occurs when we marshall our academic resources behind pan-campus themes linking the methodologies of the arts, humanities, and the social sciences with the knowledge of the sciences, business, and technology. At the current pace of global change, we see the broad convergence of disciplines as essential to research strength and the key to unraveling the creative solutions that the most difficult problems demand.

**Connect.** Capitalize on strength in the social, behavioral and public health sciences and in the humanities to increase the impact of Carolina research on practices, programs, and policies. The Committee believes this goal should be pursued on multiple fronts. Carolina should track, optimize and promote opportunities for faculty to advise state and federal policymakers and deliver testimony to Congressional committees. Strategies that funnel the results of evaluation research into the redesign of programs should be pursued. The UNC Gillings School of Global Public Health is currently leading an Implementation Science Initiative, a public-private partnership (including RTI, among other partners) that will build a communication, marketing, distribution, and customer support pipeline for quickly moving research into practice. One of the great ironies of modern medicine and public health is that it takes about 17 years for discoveries to be implemented in routine practice. This has been true even for advances in common practices like mammography, colorectal cancer screening and cardiovascular prevention. Innovations such as that of the Gillings School should be supported and broadened.

Appropriate partners depend on the nature of the innovation to be implemented or disseminated but may include, for example, companies in the pharmaceutical or other industries, contract research organizations, and media outlets.

---

integration of approaches that were originally viewed as distinct and potentially contradictory.” The definition builds on the work of scholars like Henry Petroski, a professor of history and civil engineering at Duke, who observed in his book *To Engineer is Human: The Role of Failure in Successful Design* (1985) that “the complex and confounding issues of the day demand that scientists and engineers combine and coordinate, that they work together like a well-oiled, well-designed machine”.

---

4
Commercialize. Speed the commercialization of drugs, devices, diagnostics, programs and other tools. The entrepreneurial ecosystem at Carolina includes new entrepreneurship certificates and minors, business accelerators, and entrepreneurial support for university spin-offs. The university ranks ninth in undergraduate and twelfth in graduate entrepreneurship programs nationally, according to The Princeton Review and Entrepreneur Magazine. The conversion of faculty inventions into licenses and patents falls short of potential, however. Much can be done to encourage academic entrepreneurship among faculty, increase student participation in programs, make the process of commercialization more nimble, and develop more fully the lifecycle of innovation on campus.

The Committee supports the Innovation Roadmap, produced by the Chancellor’s Innovation Circle and released in 2010, as well as the work of the Kenan Institute for Private Enterprise and the ongoing Commercialization Task Force. Although the latter has not yet completed its work, anticipated recommendations are expected to address the size of the patent investment fund, the need for proof of concept funding, support for business development, and expanded marketing initiatives. In addition, the Committee also supports re-thinking and modifying the academic reward system to provide security to young faculty who wish to explore the translation of knowledge into practical applications. The School of Pharmacy’s approach to this issue shows much promise and should be considered as a model for other units on campus to customize and adopt. The university should find and remove obstacles to the completion of entrepreneurial certificates by its graduate students. It should establish an Office of Industry Relations to better engage with corporate partners. It should also broaden its view of commercialization, expanding its focus on medications and medical devices to include the commercialization of innovative programs as well. Examples abound of wise investments made by universities in the commercialization of behavioral health programs that have generated millions in return.

The payoff for a focus on commercialization, however, extends far beyond mere monetary support to the university. It is a key component in the university’s mission of service to the state and a driver of economic growth and job creation. Done right, academic entrepreneurship enhances the quality, caliber and academic rigor of scholarship, points researchers to areas of unmet societal needs, improves grantsmanship and publication opportunities, spurs development of more commercializable patents, leads to innovative research partnerships with emerging businesses, helps recruit and retain faculty, and creates job pathways for the next generation of scientists and entrepreneurs.

Convene. Leverage the convening power of the university to promote its expertise and boost opportunities for research. The university should hold at least one major summit each year to highlight key issues of interest to the state, the country, and the world. It should invite faculty to propose issues and participants who have the potential to engage a broad audience. National leaders should be involved and faculty research showcased. Poster sessions for showcasing UNC students and postdoctoral fellows should be considered, and a media and communications plan should be designed to ensure its success. As a recent example of such an effort, the National Center for Data Science,

---

created by Carolina’s Renaissance Computing Institute, held a leadership summit entitled *Data to Discovery: Genomes to Health* on April 23-24, 2013. The summit began with a keynote address by Dr. Eric Green, Director of the National Human Genome Research Institute and the Acting Associate Director for Data Science at NIH. His speech was open to the media and the public and was followed by an invitation-only portion devoted to presentations by UNC faculty, leading faculty from other institutions, and industry leaders. The outcome of the conference will be a white paper requested by the White House Office of Science and Technology Policy providing guidance for federal research investment in data science. Fully leveraging our convening power can make Carolina the go-to institution in important areas of knowledge and policy.

**Communicate.** Develop a strategic approach to communication about research that takes into account changing relationships between the university, the media (defined broadly to include traditional and new media), and the public. This should involve the new Vice Chancellor for Communications, the Dean of the School of Journalism and Mass Communications, and the Associate Vice Chancellor for Research who oversees research communications, as well as other key stakeholders across the campus. Strategic decisions should be made about how best to communicate our discoveries and how to prioritize what will be communicated at the central level. Communications about benefits of UNC research to North Carolina should be consistent and regular. Current vehicles for communication should be examined and institutional priorities set for future investments in strategic communication. In addition, the university should invest in opportunities and resources to help interested faculty develop skills for explaining their research and its value to diverse audiences (using nontraditional dissemination and outreach methods including social media) as well as to nontraditional sources of research funds. A model for consideration could be the SUNY-Stony Brook Center for Communicating Science, perhaps blending it with a faculty boot camp approach that has worked well at Carolina to help faculty adopt an entrepreneurial mindset with respect to their scholarship and research. Where appropriate, the university should partner with other Triangle organizations to achieve even greater strength. The Triangle Global Health Consortium and the Research Triangle Energy Consortium are notable examples of this activity. Opportunities to coordinate messages and events about the value and impact of research should also be explored with Duke, N.C. State and the Research Triangle Park.

The conduct and translation of research is a core element in the mission of any world-class university. By engaging faculty and students in the constant quest for new knowledge and discoveries, research enhances teaching. By contributing to economic growth, the creation of jobs, and the overall quality of life, it serves the public.

The successful research enterprise permeates the fabric of the university, linking the genius, creativity and experience of faculty with the curiosity, enthusiasm and promise of students. It crosses disciplines, weakens departmental boundaries, and forges extramural ties with industries and other institutions. It fuses the broad perspective and critical analysis required by the liberal arts with the rigor and results expected of scientists and engineers. It engages cultural diversity and diverse national perspectives for success in the emerging global environment.
The Committee believes developing the areas of focus that we have identified in this progress report to be essential to Carolina’s continued success as one of the world’s great universities. And, as a public university founded and sponsored by the state, we believe that maintaining and enhancing our world-class status is part of our responsibility to the people of North Carolina. By doing so, we enhance North Carolina’s reputation as a vanguard of new discovery and new technology and a critical player in the global marketplace. We make North Carolina a home for new and cutting edge industries that create opportunity and jobs. We make it an irresistible destination for industries worldwide seeking the best talent and environment for growth.

And in so doing, we fulfill our mission to improve the quality of life and well-being of the people of our state.
## Restricted Funds:

<table>
<thead>
<tr>
<th>Category</th>
<th>Transfer June 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenan Professorships</td>
<td>$3,030,551</td>
</tr>
<tr>
<td>William R. Kenan, Jr. Professorships</td>
<td>2,849,893</td>
</tr>
<tr>
<td>Johnston Professorships</td>
<td>3,232,769</td>
</tr>
<tr>
<td>Other Professorships</td>
<td>22,298,911</td>
</tr>
<tr>
<td>Visiting Professors and Lectures</td>
<td>557,550</td>
</tr>
<tr>
<td>Scholarships</td>
<td>6,187,801</td>
</tr>
<tr>
<td>Fellowships</td>
<td>2,558,714</td>
</tr>
<tr>
<td>Prizes and Awards</td>
<td>681,173</td>
</tr>
<tr>
<td>Departmental Uses</td>
<td>7,629,464</td>
</tr>
<tr>
<td>Library</td>
<td>3,180,912</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>573,590</td>
</tr>
<tr>
<td><strong>Total Restricted</strong></td>
<td><strong>52,781,328</strong></td>
</tr>
</tbody>
</table>

## Unrestricted Funds:

### Pogue Fund:

<table>
<thead>
<tr>
<th>Category</th>
<th>Transfer June 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Program</td>
<td>1,435,000</td>
</tr>
<tr>
<td>Library Acquisitions</td>
<td>247,700</td>
</tr>
<tr>
<td>Approved Research/Study Programs</td>
<td>152,800</td>
</tr>
<tr>
<td>Scholarships</td>
<td>539,800</td>
</tr>
<tr>
<td>Fellowships</td>
<td>194,400</td>
</tr>
<tr>
<td>Chancellor's Fund</td>
<td>451,627 (1)</td>
</tr>
<tr>
<td><strong>Subtotal - Pogue Fund</strong></td>
<td><strong>3,021,327</strong></td>
</tr>
</tbody>
</table>

### Clayton Fund:

<table>
<thead>
<tr>
<th>Category</th>
<th>Transfer June 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chancellor's Carolina Scholars Program</td>
<td>867,400</td>
</tr>
<tr>
<td>Faculty Research and Study</td>
<td>53,700</td>
</tr>
<tr>
<td>Jr. Faculty Development</td>
<td>92,600</td>
</tr>
<tr>
<td>Library Acquisitions</td>
<td>57,500</td>
</tr>
<tr>
<td>University Research Council</td>
<td>150,000</td>
</tr>
<tr>
<td>Scholarships</td>
<td>73,100</td>
</tr>
<tr>
<td>Fellowships</td>
<td>58,300</td>
</tr>
<tr>
<td>Undergraduate Advising</td>
<td>231,500</td>
</tr>
<tr>
<td>Chancellor's Fund</td>
<td>742,851 (1)</td>
</tr>
<tr>
<td><strong>Subtotal - Clayton Fund</strong></td>
<td><strong>2,326,951</strong></td>
</tr>
</tbody>
</table>

### Other Unrestricted

<table>
<thead>
<tr>
<th>Category</th>
<th>Transfer June 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Unrestricted</strong></td>
<td><strong>6,140,268</strong></td>
</tr>
</tbody>
</table>

### Grand Total

<table>
<thead>
<tr>
<th>Category</th>
<th>Transfer June 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$58,921,596</strong></td>
</tr>
</tbody>
</table>
Some of this allocation has been previously committed by the Chancellor.

NOTES TO THE PROPOSED ENDOWMENT TRANSFER OF FUNDS JUNE 2013

Consistent with the procedures for implementing the Uniform Prudent Management of Institutional Funds Act (UPMIFA) presented to the Board of Trustees of the Endowment Fund in 2009, the recommended distribution and transfer exclude any invasion of principal. There were no underwater endowments at the end of fiscal year 2012-13, so the distribution and transfer were not reduced from the calculated payout distribution.

The Restricted Funds amount is a direct pass through of the approved Investment Fund distribution. Unlike June 2008 and previous years, the distribution and transfer for certain Unrestricted Funds do not include previously approved increased transfers. The allowable increased transfers are being suspended for the June 2013 distribution but may continue in subsequent years consistent with previous Board actions.

The Unrestricted Funds category reflects allocations as recommended by University management to the Board for approval. Unrestricted Funds in the Pogue Fund – Chancellor’s Fund, the Clayton Fund - Chancellor's Fund and the Other Unrestricted categories are allocated by the University Budget Committee.

Designated, unrestricted allocations were reduced by 7.4 percent in June 2010, consistent with the reduction in the approved Chapel Hill Investment Fund distribution. The same allocation levels were continued in June 2011 and June 2012. Although partial or full restoration was considered, the recommended allocations for designated, unrestricted funds remain at June 2012 levels.

Unspent prior year allocations are not carried forward for use by the campus unit but are available for reallocation by the University's Budget Committee. The recent history of the unrestricted allocations follows:
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted Funds:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Pogue Fund:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development Program</td>
<td>$1,435,000</td>
<td>$1,435,000</td>
<td>$1,435,000</td>
<td>$1,435,000</td>
<td>$1,550,000</td>
</tr>
<tr>
<td>Library Acquisitions</td>
<td>247,700</td>
<td>247,700</td>
<td>247,700</td>
<td>247,700</td>
<td>267,500</td>
</tr>
<tr>
<td>Approved Research/Study</td>
<td>152,800</td>
<td>152,800</td>
<td>152,800</td>
<td>152,800</td>
<td>165,000</td>
</tr>
<tr>
<td>Scholarships</td>
<td>539,800</td>
<td>539,800</td>
<td>539,800</td>
<td>539,800</td>
<td>583,000</td>
</tr>
<tr>
<td>Fellowships</td>
<td>194,400</td>
<td>194,400</td>
<td>194,400</td>
<td>194,400</td>
<td>210,000</td>
</tr>
<tr>
<td>Chancellor's Fund / Unallocated</td>
<td>451,627</td>
<td>445,924</td>
<td>383,858</td>
<td>333,476</td>
<td>392,271</td>
</tr>
<tr>
<td><strong>Subtotal - Pogue Fund</strong></td>
<td>3,021,327</td>
<td>3,015,624</td>
<td>2,953,558</td>
<td>2,903,176</td>
<td>3,167,771</td>
</tr>
<tr>
<td><strong>Clayton Fund:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chancellor's Carolina Scholars</td>
<td>867,400</td>
<td>867,400</td>
<td>867,400</td>
<td>867,400</td>
<td>936,893</td>
</tr>
<tr>
<td>Faculty Research and Study *</td>
<td>53,700</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Jr. Faculty Development *</td>
<td>92,600</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Library Acquisitions *</td>
<td>57,500</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>University Research Council *</td>
<td>150,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Scholarships *</td>
<td>73,100</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fellowships *</td>
<td>58,300</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Undergraduate Advising</td>
<td>231,500</td>
<td>231,500</td>
<td>231,500</td>
<td>231,500</td>
<td>250,000</td>
</tr>
<tr>
<td>Chancellor's Fund / Programs</td>
<td>742,851</td>
<td>1,223,174</td>
<td>1,172,443</td>
<td>1,133,270</td>
<td>1,248,194</td>
</tr>
<tr>
<td><strong>Subtotal - Clayton Fund</strong></td>
<td>2,326,951</td>
<td>2,322,074</td>
<td>2,271,343</td>
<td>2,232,170</td>
<td>2,435,087</td>
</tr>
<tr>
<td><strong>Other Unrestricted</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>791,990</td>
<td>760,979</td>
<td>738,564</td>
<td>723,779</td>
<td>785,437</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$6,140,268</td>
<td>$6,098,677</td>
<td>$5,963,465</td>
<td>$5,859,125</td>
<td>$6,388,295</td>
</tr>
</tbody>
</table>

* Allocations for Faculty Research and Study, Jr. Faculty Development, Library Acquisitions, University Research Council, Scholarships, and Fellowships are discontinued from the University of North Carolina at Chapel Hill Foundation, Inc. and are recommended to be transferred to the distribution from the Clayton Fund for June 2013. The change in funding source will allow the Foundation’s unrestricted distribution to be allocated for other important needs supporting the University.
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
APPROVAL PROCESS FOR ENDOWMENT PAYOUT

UNC-CHAPEL HILL FOUNDATION INVESTMENT FUND, INC.

The Investment Fund’s purpose is to support the University by operating an investment fund for charitable, nonprofit foundations, associations, trusts, endowments and funds that are organized and operated primarily to support the University.

Pay its earnings to its participating investors on a total return basis.

Annually authorizes a distribution (or payout) to its participants according to a formula adopted by the Investment Fund Board.

Rate is set a year in advance and is approximately 5% of the Fund.

Distribution is paid to participants on 6/30.

UNC-CHAPEL HILL FOUNDATION, INC.

The Foundation’s purpose is to aid, support, and promote teaching, research and service in the various educational, scientific, scholarly, professional, artistic and creative endeavors of the University.

Board of Directors approves the transfer of all (or a portion) of its distribution from the Investment Fund to the University for expenditure during the fiscal year (7/1 – 6/30) after the Investment Fund distributes.

The retained portion may be expended by the Foundation on behalf of the University.

Potential expenditures are categorized by donor restrictions (or lack thereof).

UNC-CHAPEL HILL ENDOWMENT FUND

Pursuant to N.C. statutes and Board of Governors regulations, the Board of Trustees of each constituent UNC institution must establish and maintain an endowment fund for the institution.

Board of Trustees of Endowment Fund approves the transfer of the distribution from the Investment Fund to the University for expenditure during the fiscal year (7/1 – 6/30) after the Investment Fund distributes.

Potential expenditures are categorized by donor restrictions (or lack thereof).

UNC-CHAPEL HILL BOARD OF TRUSTEES

Pursuant to Board of Governors regulations, the Board of Trustees must approve the transfer of the distribution from the Endowment to the University.

The Board of Trustees does not approve the Foundation or the Investment Fund actions.
2.2 ANNUAL TRANSFERS AND CAPITAL BUDGETS

<table>
<thead>
<tr>
<th>Policy Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual Transfers Budget:</strong></td>
</tr>
<tr>
<td>Each year the Board of Directors will be presented with a list of recommended transfers, which once approved will represent the budget of the Foundation. Unless otherwise approved by the Board of Directors, the transfer will equal the amount distributed to the Foundation by the University of North Carolina at Chapel Hill Foundation Investment Fund, Inc. (CHIF). The approved amount to be transferred will be distributed on a pro rata basis to appropriate recipient accounts at the beginning of the fiscal year. These transfers will not be adjusted when contributions are received or income is earned during the fiscal year. The transfers will be limited if necessary in order to comply with the requirements of the Uniform Prudent Management of Institutional Funds Act (UPMIFA). UPMIFA provides guidance on the expenditure of appreciation of endowment funds. Refer to Appendix K for information regarding the administration of underwater endowments.</td>
</tr>
</tbody>
</table>

The transfers will consist of two categories – restricted endowment earnings and unrestricted endowment earnings. Restricted endowment earnings are a direct pass through of the approved CHIF distribution. Restricted endowment earnings transfer directly to the University for expenditure consistent with the restricted uses.

Unrestricted endowment earnings may be transferred to the University or retained in the Foundation for expenditure consistent with the designated purposes recommended by University management and approved by the Board of Directors. Allocations for University Administration are expended as authorized by the University Budget Committee. Allocations for Foundation Administration are expended as authorized by the Executive Director and Treasurer.

To supplement unrestricted endowment earnings allocated to “University Administration” and “Foundation Administration”, the Board of Directors may authorize the transfer of other additional unrestricted funds for these purposes.

Funds in the “University Administration” category are allocated to benefit various program areas of the University of North Carolina at Chapel Hill. If these funds remain within the Foundation, the related expenses by the program areas must
comply with the policies of the Foundation (e.g. travel, business entertainment, etc). For funds transferred to the University for “University Administration”, the related expenses by the program areas must comply with University policies. Additional guidance from the Budget Committee regarding use of the “University Administration” allocation and the treatment of unspent prior year funds can be found in Appendix J.

Funds in the “Foundation Administration” category are allocated to cover the administrative costs of the Foundation that are of a recurring nature (e.g. audit and legal fees, meeting expenses) and special program allocations that are of a one-time nature (e.g. special project of a short duration). Prior to the beginning of the fiscal year, a detailed budget of proposed allocations for this transfer category is presented by the Treasurer to the Executive Director for approval. A mid-year request for a new allocation or an amendment to a current allocation should be submitted to the Treasurer for preliminary review. The Treasurer will then forward the request to the Executive Director for final approval.

For specific recurring allocations in the “Foundation Administration” category (e.g. audit and legal fees, meeting expenses), any unspent prior year funds allocated for a specified purpose are not carried forward and thus returned to the Foundation Administration account, unless an exception is authorized by the Executive Director and Treasurer. If an exception is authorized, the funds allocated for a specific purpose will be carried forward. Any unspent funds from a one-time allocation (e.g. special project of a short duration) will automatically carry forward at year end to fulfill the intended purpose of the one-time allocation. Any unspent funds remaining after the special project has been completed will not carry forward, and thus will return to the Foundation Administration account.

Capital Budget:
For construction projects managed completely within the Foundation, a capital budget will be prepared and submitted to the Executive Director and the Treasurer for approval.

<table>
<thead>
<tr>
<th>Updated:</th>
<th>Contact Person: Treasurer</th>
</tr>
</thead>
</table>
4.5 CAPITAL ASSET ACCOUNTING

Policy Statement

The Capital Asset policy is intended to outline the guidelines for acquiring, maintaining, transferring, and disposing of capital assets.

Physical assets are capitalized as property and equipment on the Foundation’s financial statements in accordance with Generally Accepted Accounting Principles.

Automobiles and artwork are usually retained as capital assets. (For considerations related to automobile purchases, please refer to section “7.6 LEASE AGREEMENTS, Automobile Leases”). Property or equipment are either retained by the Foundation or transferred to the University as circumstances dictate. The value of facilities purchased from Foundation funds and transferred to the University will include the assets’ purchase cost, plus costs of acquisition, handling, financing, valuation, and transfer, less applicable depreciation charged to the asset in accordance with Foundation depreciation policy. Other capital assets such as furniture, fixtures and equipment will be immediately gifted to the University. Exceptions may be made based upon individual circumstances.

Capitalized property and equipment additions are accounted for at their historical cost and all such assets, except land and certain works of art and historical treasures, are subject to depreciation over their estimated useful lives.

Proper control procedures will be followed for all capital asset acquisitions, transfers, and dispositions in order to provide internal control of capital equipment and to assist in reporting. Foundation and University staff are responsible and accountable for art work, automobiles, and any other capital assets under their control. The Controller’s Office will assist and evaluate any department’s capital asset control procedures.

The Controller’s Office will conduct an annual inventory of capital assets and reconcile the inventory with the Foundation’s general ledger.

Updated: 

Contact Person: Assistant Vice President and University Controller
7. DISBURSEMENTS

7.1 GENERAL STATEMENT

<table>
<thead>
<tr>
<th>Policy Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation funds are made available by the Board of Directors to support the teaching, research and public service missions of the University. In order to provide for consistency and uniformity in the procurement of goods and services to carry out these missions, the following guidelines are provided:</td>
</tr>
</tbody>
</table>

- Subject to such restrictions as may be imposed in connection with gifts to the Foundation, all money and properties of the Foundation shall be expendable at the discretion of the Directors in accordance with the objects and purposes of the Foundation as set forth in the Articles of Incorporation.

- Uses of Foundation funds must meet the lawful restrictions imposed by the donor, if any. Upon acceptance of restricted funds, the appropriate University and Foundation staff will be notified regarding the availability of restricted funds. Departmental business managers are required to retain copies of gift or account agreements. It is the responsibility of the departmental business managers to know the restrictions and to only process expenditures consistent with these restrictions. The University and Foundation retain the right to refuse to process any disbursement which appears to violate the Donor's restrictions.

- Expenses must have a business purpose and should meet the prudent person test. All expenditures must be reasonable in amount and be commensurate with the expected benefit. The propriety of expenditures is the responsibility of the Account Manager. In addition, sensitivity to the appearance of proper use is expected. Items not permitted for purchase from University funds (e.g., alcohol, gifts, and travel expenses above state per diems) are permitted with Foundation funds assuming these guidelines are met.

- Expenses shall not exceed the approved budget from income allocated for such purposes.

- Regardless of the dollar amount of the expenditure, competitive bidding is not required for items purchased solely with Foundation funds. However when as appropriate, an open solicitation process is encouraged to ensure competitive pricing.
In order to be processed, disbursement requests must be supported by a clear business purpose indicating that the request for payment is in compliance with the account restrictions and an original invoice or receipt, or an explanation as to why no receipt is available.

Proper internal control will be followed to ensure that only valid and authorized payables are recorded and paid. Accounting procedures will be implemented to ensure the accuracy of amounts, coding of general ledger accounts, and appropriate timing of payments.

Updated: [Date]

Contact Person: Assistant Vice President and University Controller
7.2 BUSINESS EXPENSES

Policy Statement

Expenses directly related to or associated with the conduct of Foundation or
University business are reimbursable—for example, a meal, with a prospective
donor in an environment without substantial distractions at which business is
discussed with an expectation of a business benefit, including, but not limited to,
an anticipated gift.

Meal and entertainment expenses of University guests are also reimbursable
expenses. Examples of University guests include, but are not limited to, visiting
lecturers, visitors from foreign countries, representatives of research
organizations, visitors from other universities, individuals interested in University
programs and issues, potential donors, guests invited to assist in the
development of new programs, consultants, business leaders and community
leaders.

Business meals with one or more University employees, receptions with alumni
and friends of the University, employee recognition events and seminars are also
examples of reimbursable expenses.

Business entertainment is essential to carry out the work of the Foundation. The
purpose of this policy is to provide guidance as to the type expenses that qualify
as business expenses under Foundation policy and the documentation
requirements for business expenses.

Expenses must be directly related to or associated with the conduct of
Foundation or University business. For example, during a meal, business must
be discussed with an expectation of a business benefit, including an anticipated
gift. There should be no substantial distractions at the site of the meal.

Meal and entertainment expenses of University guests are permissible.
Examples of official guests include, but are not limited to, the following: visiting
lecturers, visitors from foreign countries, representatives of research
organizations, visitors from other universities, individuals interested in University
programs and issues, potential donors, guests invited to assist in the
development of new programs, consultants, business leaders and community
leaders.

Business meals with one or more University employees, receptions with alumni
and friends of the University, employee recognition events and seminars are also
reimbursable as business entertainment expenses.

Alcohol may be purchased from Foundation funds.
Club (e.g. Carolina Club, Country Club) membership fees (e.g. Carolina Club, Country Club), excluding initiation/application fees, are allowable from Foundation funds, if approved by the Executive Director. In the cases of the Executive Director, such fees must be approved by the Chancellor or Chancellor’s designee. Under special circumstances, initiation/application fees may be allowable from Foundation funds if approved by the Chancellor. Such decisions will be made on a case by case basis. A memorandum outlining the business purpose of the requested membership should be submitted to the Executive Director (or the Chancellor or Chancellor’s designee in the case of the Executive Director) for his/her use in reaching a decision. The use of club memberships for personal reasons and business purposes must be tracked by the member, so the related personal use of the membership fee can be included as taxable income to the individual (See Appendix H.1). The Office of University Controller will send a notice each year requesting the information.

Tickets to University athletic events or University cultural events may be purchased only for individuals participating in official University or Foundation business and must be approved by the Executive Director of the Foundation.

The Foundation will reimburse expenses for professional subscriptions and periodicals and for professional associations and organizations subject to the approval of the Executive Director. In the case of the Executive Director, such expenses will be approved by the Chancellor or the Chancellor’s designee.

Business entertainment expenses must meet the documentation standards of the University except for situations where the Foundation provides a policy exception (e.g. excess per diem limits are allowed, club membership dues). In those cases the documentation standards for the allowable exception will follow prudent business practices, including, but not limited to, original receipts and invoices. In all cases, the documentation must include a list of all participants and/or beneficiaries and the purpose of the expense. All entertainment expenses must be approved by the employee’s supervisor in the sample form as presented in Appendix L as used for credit cards (please note that expenses incurred on a Foundation credit card must be documented in a separate memorandum from expenses not incurred through a Foundation credit card). All expenses in excess of $2,500 must be pre-approved by the employee’s supervisor. In the case of the Executive Director, all expenses in excess of $5,000 must be pre-approved by the Chancellor or the Chancellor’s designee. Expenses incurred with a Foundation credit card are subject to the policy and procedure of Section 7.5 Credit Cards, and expenses incurred in connection with travel are subject to the policies and procedures of Section 7.7 Travel.

Updated:  
Contact Person: Assistant Vice President and University Controller
### COMMUNICATION EXPENSES

<table>
<thead>
<tr>
<th>Policy Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Since the University has provisions for a monthly stipend for mobile communication devices for most employees affiliated with the Foundation, the Foundation will not provide mobile communication devices to individuals.</strong></td>
</tr>
<tr>
<td>Expenses for cell phones, land lines, and telephone calls while in travel status are allowable while conducting official Foundation or University business. While in travel status, individuals are allowed personal calls. Such calls should be reasonable in frequency and duration (prudent person test). Residential internet services deemed necessary to conduct Foundation or University business are also allowable expenses, if approved by the Executive Director. All expenses are subject to the submittal of original receipts or invoices and are subject to the approval of the individual’s supervisor.</td>
</tr>
</tbody>
</table>

| Updated: | **Contact Person:** Assistant Vice President and University Controller |
## 7.5 CREDIT CARDS

### Policy Statement

The Foundation credit card is intended to provide an efficient procurement and payment process. Foundation credit cards may be issued to University employees, as authorized by the Executive Director of the Foundation. The cardholder to whom the card is issued is the only person authorized to make purchases using the card. The redemption of points earned from credit card purchases is restricted to airline tickets for business travel.

Credit card charges expensed to University accounts are subject to University policies, with charges expensed to Foundation accounts subject to the policies as described in this manual. Personal use of the credit card is not permitted.

Individual credit card transaction balances must not exceed the set dollar limit for the card. **Cardholders are required to submit original receipts as soon as possible.** Someone other than the cardholder must reconcile the expenditures against the credit card statement on a monthly basis.

Approval by the cardholder’s supervisor or an approved designee is required. In the case of expenses by the Chancellor, approvals required by the Executive Vice Chancellor/Provost or the Vice Chancellor for Finance and Administration or their approved designees.

Expenses paid by credit card must be fully documented. **A justification memorandum for expenses paid by credit card is prepared, signed by the cardholder, and sent to the cardholder’s supervisor for signature.** The justification memorandum lists each credit card charge and includes the merchant name, the transaction date, a description of the business purpose of the expense, the expense amount, and the cost code. Cardholders are required to submit original credit card receipts as documentation. Appendix L includes a sample justification memorandum and detailed procedures for the preparation of the memorandum.

The justification memorandum that is signed by the cardholder and supervisor and the original receipts are used to document the expenses recorded to the Foundation’s accounting records.

| Updated: 10/11/12 | Contact Person: Assistant Vice President and University Controller |

*Updated: 10/11/12*

*Contact Person: Assistant Vice President and University Controller*
## 7.6 LEASE AGREEMENTS

<table>
<thead>
<tr>
<th>Policy Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>If property (e.g. real estate or equipment) is to be required on a continuing basis, a purchase may be more economical than a lease. Please refer to the CAPITAL ASSET ACCOUNTING section for a discussion on purchasing (including lease-purchasing) assets.</td>
</tr>
<tr>
<td>In certain circumstances it may be more desirable to enter into an operating lease agreement. The initial cost of some equipment is so great that when required, it may be more economical to lease the asset on an indefinite basis. Also, if updated versions of this type of equipment are constantly placed on the market, it may be unwise to invest large sums in equipment that may soon be obsolete. Similarly, it may be more advantageous to enter into a property lease at a more desirable location rather than purchase property at an undesirable location.</td>
</tr>
</tbody>
</table>

### Property Leases

The Foundation may lease space for the benefit of University as approved by the Executive Committee or the Board of Directors. The Foundation enters into lease arrangements in order to alleviate University space needs, to expedite the leasing process, or to provide other benefits to the University. Generally, concurrently with the execution of the Foundation lease, the Foundation will enter into an agreement with the University to be reimbursed fully for the cost of the space from University funds. Foundation lease and related arrangements that do not concurrently provide for full reimbursement from the University shall identify the financing arrangements to the Executive Committee or Board of Directors during the approval process.

The Foundation may lease space for its own purposes as approved by the Executive Committee or the Board of Directors.

### Automobile Leases (and Purchases)

The Foundation may lease (or purchase) automobiles, in the name of the Foundation, for use by certain employees of the University as determined by the University Trustees and Chancellor in accordance with the University’s Policy and Procedures on Non-salary and Deferred Compensation [http://hr.unc.edu/policies-procedures-systems/epa-non-faculty-employee-policies/compensation-and-pay/policy-and-procedures-on-non-salary-and-deferred-compensation-of-the-university-of-north-carolina-at-chapel-hill/#1 Purpose](http://hr.unc.edu/policies-procedures-systems/epa-non-faculty-employee-policies/compensation-and-pay/policy-and-procedures-on-non-salary-and-deferred-compensation-of-the-university-of-north-carolina-at-chapel-hill/#1 Purpose). The type and price of automobile must be reasonable in light of its intended use. Lease (or purchase) negotiations are the responsibility of the
department of each of the designated driver(s). Agreements must be reviewed by Counsel prior to signature by the Executive Director or Treasurer of the Foundation. Assistance with the acquisition and negotiation of price is available from the UNC Office of Procurement Services. The Foundation will maintain leased (and purchased) automobiles in good condition and provide insurance on the vehicles and the drivers. The commercial auto insurance policy is negotiated by the UNC Risk Management Services Office.

The following conditions apply to the use of leased (and purchased) automobiles.

- Automobiles are provided to certain officers of the University (designated driver), for their own use. However, another licensed family member or authorized UNC personnel may operate the vehicle for limited durations.
- Designated drivers are required to see that routine repairs and maintenance (oil change, lubrication, tire rotation, inspection) are performed. All expenses of this nature should be budgeted and processed by the department against the departmental allocation of Foundation funds for the vehicle.
- Designated drivers are responsible for submitting an annual Statement from Employee Regarding the Use of Employer-Provided Vehicle to the Controller in order to meet IRS tax requirements (Appendix H.2).
- Designated drivers are responsible for maintaining detail records of business and personal miles driven and for providing these records for review upon request. Commuting mileage is not considered business mileage.
- The Foundation will reimburse expenses for fuel used in connection with business purposes and supported by the above-referenced records of business and personal mileage. Expenses must be supported by original receipts.

**Automobile Leases - Procedure**

**Step 1**
Determine the appropriate departmental allocation of Foundation funds for automobile expenses. The allocation should be sufficient to cover:

- Monthly lease payments
- Annual property tax and tag renewal (if not included in the monthly lease payment)
- Routine maintenance, repairs and operations (fuel, oil change, lubrication, tire rotation, emission inspection)
- Auto insurance premiums (contact Risk Management Services regarding premium costs)

Requests to establish a new allocation or adjust an existing allocation should be sent to the Treasurer of the Foundation prior to negotiating a new lease. The request should include detailed information on the type automobile preferred, the
estimated cost (see above), the term and any other pertinent information. The Treasurer will discuss the request with the Executive Director and notify the department.

**Step 2**
There are two ways to approach the lease negotiation. Option I - The department can contact Purchasing Services for assistance with the negotiation process, or Option II - The department may perform the negotiation.

**Option I - Performed by Purchasing Services**
- Purchasing Services staff will manage the necessary negotiation with the dealership, gather and prepare all paperwork, and ensure proper review and signature of the contract.
- The department will be responsible for arranging to pick up the automobile.

**Option II. - Performed by the Department**
- The Foundation has a corporate resolution authorizing signing of documents does not allow the signature of a personal guarantor or the use of a corporate resolution other than its own. Keep this in mind when selecting the dealership and leasing companies.
- Make it very clear to the vehicle dealership upfront that this is a negotiation of a corporate lease, not an individual lease.
- Notify University Counsel that a new vehicle lease is being negotiated, and the approximate date the contract will be presented to University Counsel for review.
- Contact the Assistant Secretary of the Foundation to obtain a copy of the Foundation resolution.
- Fax the credit application to the Office of the University Controller for completion. The application will be returned to the department for submission to the dealership.
- Contact Risk Management Services (RMS) to obtain information the dealership will require related to insurance for the automobile. RMS is responsible for processing the semiannual insurance premium payments against the departmental Foundation vehicle allocation.
- Once the lease contract negotiations are complete, the contract must be reviewed by University Counsel prior to signature by the Executive Director or the Treasurer of the Foundation.
- The department should make arrangements with the dealership to submit the signed contract and take delivery of the automobile.
- Provide a copy of the lease contract to the Office of the University Controller.

**Step 3**
Due to the length of time required to complete the contract and take possession of the automobile, the first payment invoice may be late. The department should take special note of the monthly payment due date on the lease contract, and initiate the first monthly payment on time. A copy of the lease contract and/or the automobile registration may be submitted to Disbursement Services as documentation of the first payment.

Once the first regular monthly lease payment has been processed, the remaining monthly payments can be scheduled to process automatically. Contact the Disbursement & Travel Services Operations Manager for help setting up the automatic payments.

Reconcile the monthly invoices against the scheduled automatic payment. Some leases include the property tax in the monthly lease payment, and some do not. If the property tax is not included in the monthly lease payment, it will be billed annually as an additional cost on a monthly lease invoice. A separate check request will need to be prepared to make the payment for the property tax in excess of the standard monthly payment amount.

The annual registration renewal will arrive in the mail from the North Carolina Department of Transportation (NCDOT) Division of Motor Vehicles (DMV) and may be processed online. The renewal of the registration will generate the property tax bill. If the property tax isn’t included in the monthly lease payments, expect the property tax to be included on the monthly lease invoice approximately three months after the registration renewal. The registration renewal notice is also an excellent reminder to schedule the annual inspection.

The designated drivers are responsible for tracking personal use and business use miles. This data will be necessary to complete the annual “Statement from Employee Regarding Use of Employer-Provided Vehicle” (Appendix H.2F). Use of an automobile for personal reasons must be reported for tax purposes, and is considered taxable income. If you have any questions about the form or the documentation necessary, please contact the Office of the University Controller.

**Step 4**

It is very important for the department to plan ahead when securing a new lease. Keep track of the number of lease payments remaining. The leasing corporation often sends out a 90 day lease termination package as a reminder that the lease is coming to an end. Well in advance of the termination, the designated driver should seek approval from the Executive Director or Treasurer regarding the preferred method of disposition (e.g. turn-in, trade, or personal purchase). If the vehicle is being turned-in, the department is responsible for contacting the leasing corporation to arrange for the final vehicle inspection and processing any final payment obligations. Please remember the monthly lease payments are scheduled to automatically pay through the end of the lease contract.

Updated:  Contact Person: Assistant Vice
7.7 TRAVEL

Policy Statement

Individuals often incur travel expenses while carrying out official business of the Foundation or the University. Travel, subsistence, and other allowed expenditures that are usual and reasonable in nature will be reimbursed to those traveling on official business.

In the event that expenses are incurred by individuals who are not University employees, for example, spouses, significant others or volunteers, conducting official business, but those individuals are acting in an official capacity for the Foundation or University, the expenses are allowable but must follow Foundation policies. In the case of the spouse or significant other of the Executive Director, pre-approval is required by the Chancellor or the Chancellor’s designee. For the spouses or significant others of all other parties in connection with an official event, pre-approval is required by the Executive Director of the Foundation.

Individuals traveling locally or overnight (out-of-town) on official business should incur only those expenses that are reasonable to ensure safety and productivity while causing minimal personal inconvenience. Travel expenses must reflect responsible consideration of cost, efficiency, and prudent use of Foundation funds.

Pre-approval of travel by the traveler’s supervisor or an approved designee is required except that pre-approval is not required for travel by the Chancellor or the Executive Director.

Approvals of travel reimbursements should follow the same approval path as the pre-approval for travel. In the case of the Chancellor, travel reimbursements are to be approved by the Executive Vice Chancellor and Provost or the Vice Chancellor for Finance and Administration or their designees. In the case of the Executive Director, travel reimbursements are to be approved by the Chancellor or the Chancellor’s designee.

Travel on a University Medical Air Operations plane is permitted, when less costly than commercial airline travel or in the event of a time-sensitive need (for example, to attend the funeral of a major supporter), but is subject to the Medical Air Operations Use Policy, related NC AHEC policies, and the provisions of this policy. All prospective passengers traveling on behalf of the Foundation must be approved by the AHEC Air Transportation Coordinator. In addition travel on a Medical Air Operations plane should not be used in any instance that would involve “deadhead” miles. Approval is required in the same manner as transportation by other means.

Travel expenses must meet the documentation standards of the University except for situations where the Foundation provides an exception. In these cases the documentation standards for the allowable exception will follow prudent business practices. Those exceptions are:

- Excess travel costs above the State’s per diem limits are allowed.
Business or first class airfare is allowed when an adequate justification is presented to and approved by the Executive Director for the following circumstances:

- Domestic travel by business or first class is permitted if the administrator is accompanying a major donor or dignitary who is traveling by business or first class.
- International travel by business or first class is permitted.
- Business or first class travel is permitted for documented medical considerations.
- The use of business or first class airfare by the Executive Director must be approved by the Chancellor.

All expense reimbursement claims are processed through the University's Office of Travel Services. Foundation credit cards will serve as the only mechanism of assisting with travel advances.

For international travel, traveler's should obtain travel insurance.

Updated: 05/13

Contact Person: Assistant Vice President and University Controller
Administration of Underwater Endowments for
The University of North Carolina at Chapel Hill Foundation, Inc.

Underwater endowments are those where the market value of the endowment is less than its historic dollar value. If the calculated distribution is made for an underwater endowment, the endowment principal is invaded and the future earnings potential of the endowment is compromised. Therefore, it is prudent to adopt a policy to govern underwater endowments. The endowment spending rules contained in the Uniform Prudent Management of Institutional Funds Act (UPMIFA) require that an endowment, foundation or other charitable organization act in good faith, with the care that a prudent person would ordinarily exercise under similar circumstances and consider, if relevant, the following seven factors:

1. The duration and preservation of the endowment fund
2. The purposes of the institution and the endowment fund
3. General economic conditions
4. The possible effect of inflation and deflation
5. The expected total return from income and the appreciation of investments
6. Other resources of the institution
7. The investment policy of the institution.

The position of the University of North Carolina at Chapel Hill Foundation, Inc. is that implementing the flexibility afforded by UPMIFA to invade principal should be an option of last resort.

The Board of Directors, on June 26, 2009, developed and prioritized steps to be taken in evaluating spending from underwater endowments:

- Examine the activity supported by each underwater endowment to determine if it is essential to continue in the upcoming fiscal year or if it can be deferred.

- If it is determined that continuing the activity is essential, pursue the following funding options in this order:
  - Use any income from the prior year’s distribution remaining in the endowment’s spending account;
  - Use any unspent income that has been re-invested into the endowment;
  - Seek other institutional funds to support the activity.

- If, after considering the funding options described above and reviewing the applicable endowment agreement, it is determined that invading the principal of an endowment fund may be prudent, contact the donor and discuss the following alternatives:
  - An expendable gift equal to or in excess of the amount needed to avoid invading principal; or
  - Invading principal, subject to prudent limitations on expenditures, so that the actual distribution is reduced by 2.5% of the calculated distribution for each 1% the endowment is underwater with no use of principal if the endowment is 20% or more underwater.
Administration of Underwater Endowments for
The University of North Carolina at Chapel Hill Foundation, Inc.

Underwater endowments are those where the market value of the endowment is less than its historic dollar value. If the calculated distribution is made for an underwater endowment, the endowment principal is invaded and the future earnings potential of the endowment is compromised. Therefore, it is prudent to adopt a policy to govern underwater endowments. The endowment spending rules contained in the Uniform Prudent Management of Institutional Funds Act (UPMIFA) require that an endowment, foundation or other charitable organization act in good faith, with the care that a prudent person would ordinarily exercise under similar circumstances and consider, if relevant, the following seven factors:

1. The duration and preservation of the endowment fund
2. The purposes of the institution and the endowment fund
3. General economic conditions
4. The possible effect of inflation and deflation
5. The expected total return from income and the appreciation of investments
6. Other resources of the institution
7. The investment policy of the institution.

The position of the University of North Carolina at Chapel Hill Foundation, Inc. is that implementing the flexibility afforded by UPMIFA to invade principal should be an option of last resort.

The Board of Directors, on June 26, 2009, developed and prioritized steps to be taken in evaluating spending from underwater endowments:

- Examine the activity supported by each underwater endowment to determine if it is essential to continue in the upcoming fiscal year or if it can be deferred.

- If it is determined that continuing the activity is essential, pursue the following funding options in this order:
  - Use any income from the prior year’s distribution remaining in the endowment’s spending account;
  - Use any unspent income that has been re-invested into the endowment;
  - Seek other institutional funds to support the activity.

- If, after considering the funding options described above and reviewing the applicable endowment agreement, it is determined that invading the principal of an endowment fund may be prudent, contact the donor and discuss the following alternatives:
  - An expendable gift equal to or in excess of the amount needed to avoid invading principal; or
  - Invading principal, subject to prudent limitations on expenditures, so that the actual distribution is reduced by 2.5% of the calculated distribution for each 1% the endowment is underwater with no use of principal if the endowment is 20% or more underwater.
INTERNAL AUDIT CHARTER

Introduction

Internal auditing is an independent and objective assurance and consulting activity that is guided by a philosophy of adding value to improve the operations of the University of North Carolina at Chapel Hill (University). Internal auditing assists the University in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the organization's risk management, control, and governance processes.

Professionalism

The Internal Audit Department (Department) will govern itself by adherence to The Institute of Internal Auditors' mandatory guidance including the Definition of Internal Auditing, the Code of Ethics, and the *International Standards for the Professional Practice of Internal Auditing* (Standards). This mandatory guidance constitutes principles of the fundamental requirements for the professional practice of internal auditing and for evaluating the effectiveness of the internal audit activity’s performance.

The Institute of Internal Auditors' Practice Advisories, Practice Guides, and Position Papers will also be adhered to as applicable to guide operations. In addition, the Department will adhere to the University’s relevant policies and procedures and the Department’s *Policies and Procedures Manual*.

Organization

The Director of Internal Audit reports functionally to the Chairperson of the Finance and Infrastructure Committee (FIC) of the University’s Board of Trustees (Board) and administratively (i.e. day to day operations) to the Chancellor of the University.

The FIC will approve all decisions regarding the appointment or removal of the Director of Internal Audit. The Director of Internal Audit will communicate and interact directly with the Board including in executive sessions and between Board meetings as appropriate.

Authority

The Department, with strict accountability for confidentiality and safeguarding records and information, is authorized full, free, and unrestricted access to any and all University records, physical properties, and personnel pertinent to carrying out any audit project. All University employees are requested to assist the Department’s staff in conducting audit projects. The internal audit activity will also have free and unrestricted access to the Board.

Independence and Objectivity

The Department will remain free from interference regarding audit selection, scope, procedures, frequency, timing, or report content. In addition, Department staff will maintain an independent and objective mental attitude in all audit-related matters. Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair an internal auditor’s judgment.
Internal auditors must exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being reviewed. Internal auditors must make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interests or by others in forming judgments.

The Director of Internal Audit will confirm to the Board, at least annually, the organizational independence of the internal audit activity.

Responsibility

The scope of internal auditing encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the organization's governance, risk management, and internal process as well as the quality of performance in carrying out assigned responsibilities to achieve the organization’s stated goals and objectives. These responsibilities include:

- Evaluating the reliability and integrity of information and the means used to identify, measure, classify, and report such information;
- Evaluating the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations which could have a significant impact on the organization;
- Evaluating the means of safeguarding assets and, as appropriate, verifying the existence of such assets;
- Evaluating the effectiveness and efficiency with which resources are employed;
- Evaluating operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned;
- Monitoring and evaluating governance processes;
- Monitoring and evaluating the effectiveness of the organization's risk management processes;
- Performing consulting and advisory services related to governance, risk management and control as appropriate for the organization;
- Reporting periodically on the internal audit activity’s purpose, authority, responsibility, and performance relative to its plan;
- Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by the Board; and
- Evaluating specific operations at the request of the Board or management, as appropriate.

Internal Audit Plan

At least annually, the Director of Internal Audit will submit an internal audit work plan to the FIC for review and approval. When necessary, the Director of Internal Audit will communicate the impact of resource limitations and significant interim changes to senior management and the FIC.
The internal audit plan will be developed based on a prioritization of the audit universe using a risk-based methodology, including input of senior management and the board. Any significant deviation from the approved internal audit plan will be communicated to senior management and the FIC through periodic activity reports.

**Reporting and Monitoring**

The Director of Internal Audit 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.

The Internal Audit Department will be responsible for appropriate follow-up on audit findings. All reported findings will remain in an open issues file until cleared.

**Periodic Assessment**

The Director of Internal Audit will periodically report to senior management and the Board on the internal audit activity’s purpose, authority, and responsibility, as well as performance relative to its work plan. Reporting will also include significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by senior management and the Board.

In addition, the Director of Internal Audit will communicate to senior management and the Board on the internal audit activity’s quality assurance and improvement program, including results of ongoing internal assessments and external assessments conducted at least every five years.

Approved this _________ day of ____________, _________.

_________________________________ _________________________________
Director of Internal Audit   Chancellor

_________________________________
Chairperson of the Finance and Infrastructure Committee of the Board of Trustees
7 June 2013

Ms. Elizabeth Lyon, RA
Campus Historic Preservation Officer
Facilities Planning
University of North Carolina at Chapel Hill
CB#1090, Giles F. Horney Building, Suite 202
103 Airport Drive
Chapel, Hill, North Carolina 27599-1090

RE: RENOVATION OF LOBBY AND ROTUNDA & RENOVATION AND EXPANSION OF AUDITORIUM - HILL HALL
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

Subject: Quinn Evans Architects Expression of Interest and Team Qualifications

Dear Ms. Lyon and Members of the Selection Committee:

Quinn Evans Architects is pleased to submit our proposal to your for the referenced renovation projects within Hill Hall at the University of North Carolina at Chapel Hill.

As a nationally recognized expert in the design of cultural arts facilities with an extensive history of experience working with major institutions of higher learning throughout the nation, coupled with a reputation as a national leader in the adaptive reuse and renovation of existing buildings, QEA is perfectly suited to meet the specialized needs of this project.

- **We are nationally reputed leaders in historic preservation.** We have a thorough understanding of the unique issues involved with the renewal and renovation of historically significant and existing buildings. We bring a long-standing commitment to sustainable design; our contribution to the advancement of sustainability is most widely recognized for our sustainable preservation work, practiced at the intersection of historic preservation and sustainable design.

- **QEA brings specialized expertise in performing arts projects.** Our nationally-recognized professionals have successfully completed the renovations for performing arts programs in dance, theater, and music. Our clients include some of the most revered arts institutions in the country including the John F. Kennedy Center for the Performing Arts, the Peabody Conservatory at the Johns Hopkins University, and the renowned Hill Auditorium at the University of Michigan.

- **The firm has a long history of working with college and universities.** Our clients include several of the nation’s most prestigious institutions of higher learning such as the Johns Hopkins University, American University, Georgetown University, George Washington University, the College of William and Mary, the University of Virginia, University of Mary Washington, University of Michigan, and Vanderbilt University.

- **We are effective at engaging and building consensus among the stakeholders.** We have significant experience working with administrative individuals, facilities management professionals, faculty, students, and other building users in developing a successful design to meet the needs of each of these distinct groups.
7 June 2013
Page 2 of 2

We are enthusiastic about the opportunity to work with the University of North Carolina at Chapel Hill as you embark on this project which will contribute greatly to your academic community. We look forward to participating in the next stage of your selection process.

Cordially,

Quinn Evans Architects

Larry Barr, AIA
Principal
## ARCHITECT-ENGINEER QUALIFICATIONS

### PART 1 - CONTRACT SPECIFIC QUALIFICATIONS

#### A. CONTRACT INFORMATION

1. **TITLE AND LOCATION (City and State)**
   
   **HILL HALL - RENOVATION OF LOBBY AND ROTUNDA & RENOVATION AND EXPANSION OF AUDITORIUM**
   
   **UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL**

2. **PUBLIC NOTICE DATE**
   
   **20 MAY 2013**

3. **SOLICITATION OR PROJECT NUMBER**

#### B. ARCHITECT-ENGINEER POINT OF CONTACT

4. **NAME AND TITLE**
   
   **Larry Barr, AIA, President**

5. **NAME OF FIRM**
   
   **QUINN EVANS ARCHITECTS**
   
   **Washington, DC**

6. **TELEPHONE NUMBER**
   
   **202.298.6700**

7. **FAX NUMBER**
   
   **202.337.7130**

8. **E-MAIL ADDRESS**
   
   **lbarr@quinnevans.com**

#### C. PROPOSED TEAM

(Complete this section for the prime contractor and all key subcontractors)

<table>
<thead>
<tr>
<th>Prime</th>
<th>Jv Partner</th>
<th>Sub Contractor</th>
<th>9. FIRM NAME</th>
<th>10. ADDRESS</th>
<th>11. ROLE IN THIS CONTRACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. X</td>
<td></td>
<td>QUINN EVANS ARCHITECTS</td>
<td>2121 Ward Place, NW, 4th Floor Washington, DC 20037</td>
<td>Architecture</td>
<td></td>
</tr>
<tr>
<td>b. X</td>
<td></td>
<td>Theatre Consultants Collaborative</td>
<td>6600 Manor Hill Court Chapel Hill, NC 27516</td>
<td>Theater Design</td>
<td></td>
</tr>
<tr>
<td>c. X</td>
<td></td>
<td>Kirkegaard Associates</td>
<td>801 West Adams Street 8th Floor Chicago, IL 60607</td>
<td>Acoustics</td>
<td></td>
</tr>
<tr>
<td>d. X</td>
<td></td>
<td>Venue</td>
<td>16307 East Course Drive Tampa, FL 33624</td>
<td>Cost Estimating</td>
<td></td>
</tr>
<tr>
<td>e. X</td>
<td></td>
<td>McCracken &amp; Lopez</td>
<td>2151 Hawkins Street Suite 500 Charlotte, NC 28206</td>
<td>MEP Engineering</td>
<td></td>
</tr>
<tr>
<td>f. X</td>
<td></td>
<td>CLH Design</td>
<td>400 Regency Forest Drive Suite 120 Cary, NC 27518</td>
<td>Landscape Architecture</td>
<td></td>
</tr>
<tr>
<td>g. X</td>
<td></td>
<td>Falcon Engineering</td>
<td>PO Box 4309 Cary, NC 27519</td>
<td>Geotechnical / Hazmat</td>
<td></td>
</tr>
</tbody>
</table>

#### D. ORGANIZATIONAL CHART OF PROPOSED TEAM

[Attached]
THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

ARCHITECTURE
QUINN EVANS ARCHITECTS
Principal-in-Charge
Larry Barr, AIA

Project Manager
Leora Mirvish, AIA, LEED AP

Lead Preservation Designer
Michael Quinn, FAIA

THEATER DESIGN
THEATRE CONSULTANTS
COLLABORATIVE
Theater Consultants
Robert Long
Jason Prichard
Cyril Almey

ACOUSTICS
KIRKEGAARD ASSOCIATES
Principal Consultant
Joseph W A Myers
Senior Consultant
Timothy E. Gulsrud

COST ESTIMATING
VENUE
Cost Estimator
Sean Ryan

STRUCTURAL ENGINEERING
CIVIL ENGINEERING
MULKEY ASSOCIATES
Structural Engineer
Valoree Eikinas, PE, LEED AP
Civil Engineer
Michael Allen, PE, LEED AP

MEP ENGINEERING
MCCCRACKEN & LOPEZ
Mechanical Principal
Richard McCracken, PE, LEED AP
Electrical Engineer
Damaso Lopez, PE
Plumbing/Fire Protection Engineer
Anthony Brandon, PE, LEED AP

GEOTECHNICAL / HAZMAT
LIFE SAFETY
FALCON ENGINEERING
Geotechnical Engineer
Chris Norville, PE
Life Safety Code Consultant
Alex Kline, PE
Environmental Engineer
Josh Dunbar, PE
Special Inspection
Justin Gerner, PE, MSI

LANDSCAPE ARCHITECTURE
CLH DESIGN
Landscape Architect
Christine Hilt, FASLA, PLA, LEED AP
Working as design partner and principal architect with Albert Kahn Associates, **QEA transformed and renewed this 3,575-seat internationally acclaimed performance venue**. Located in the heart of the University of Michigan campus in Ann Arbor, MI, this 1913 auditorium is listed on the National Register of Historic Places and is part of the Campus Historic District. The auditorium is internationally renowned for its acoustics, and throughout its 90-year history the world's finest orchestras and musical performers have graced its stage.

Our master plan and comprehensive rejuvenation of both the exterior and interior included restoring and preserving its unique acoustic qualities, while bringing back the interior's original finishes. In addition to reconfiguring the seating layout and reworking the auditorium's lighting systems, we restored its lobbies, monumental staircase, and plaza entrance, and also created a new lower level lobby and addition with barrier-free access and ample patron amenities. New audio-visual and theatrical lighting systems were incorporated into the auditorium, and a new lighting catwalk was introduced into the restored laylight.

*2005 Honor Award American Institute of Architects*

"Their ideas are compelling, they deliver their work on time, they're wonderful to work with, their results make their clients happy, and they win major awards for their projects. This is the Quinn Evans I know."

— Kenneth C. Fischer, President
University Musical Society

---

**25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT**

<table>
<thead>
<tr>
<th>a.</th>
<th>Firm Name</th>
<th>Firm Location (City and State)</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Quinn Evans Architects</td>
<td>Ann Arbor, MI</td>
<td>Architect / Prime</td>
</tr>
<tr>
<td>b.</td>
<td>Kirkegaard Associates</td>
<td>Chicago, IL</td>
<td>Acoustics</td>
</tr>
<tr>
<td>c.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
June 25, 2013

Julie Thurston, PE, LEED AP
Facilities Engineer
Department of Facilities Planning
University of North Carolina at Chapel Hill
CB #1090, Giles F. Horney Building, Suite 202B
103 Airport Drive
Chapel Hill, NC 27599-1090

Re: Power Generation and Chiller Plant Capacity Additions Feasibility Study

Dear Ms. Thurston:

Sebesta Blomberg & Associates, Inc. (Sebesta Blomberg) is pleased to present our qualifications for the Power Generation and Chiller Plant Capacity Additions Feasibility Study. The goal of this project is to develop scope, schedule, and costs and evaluate alternatives for a new steam turbine-driven chiller plant and new electrical generation.

Our Attributes: Our expertise in planning, financial analysis, design, construction, and commissioning of these types of critical systems provides us with the knowledge to take a complete view of the drivers behind the project and the existing conditions. We then couple these with the best practices and lessons learned from previous experience to effectively evaluate the options and accurately develop the scope, schedule, and budget for projects. Sebesta Blomberg will bring to your project:

- Feasibility study knowledge and leadership
- A team dedicated to your success, providing personal attention and national expertise in the specific systems under analysis
- Unbiased approach and a new fresh look at your utilities and how this project supports your mission
- Demonstrated steam turbine-driven chiller and electrical generation experience

Our Approach: We build on previous projects, specifically the various feasibility studies and system designs, and work closely with your staff to clearly establish key factors involved in the lifecycle cost analysis to address any project risks and challenges. We will address financial, technical, operational, and capacity issues, in addition to environmental, sustainable, and political concerns.
Our data will be presented in understandable formats, allowing stakeholders to make better decisions concerning the chiller plant and electrical generation aspects of this project.

Our Team: Sebesta Blomberg will lead the overall project and provide mechanical, electrical, scheduling, and technical/financial analysis services. Our team also includes BBH Design for the architectural development of any proposed new structures, additions, or renovations, which are sympathetic to the existing campus context. Mulkey Engineers & Consultants will provide all structural and civil design engineering services for the project. Construction Cost Systems, Inc. will support the team with conceptual cost estimating.

Sebesta Blomberg has successfully completed innovative campus utility projects for clients across the country. We have provided planning, assessment, modeling, pre-design, design, construction documents, startup, commissioning, and retro-commissioning/optimization of utility plants at more than 50 campuses nationwide. Mulkey has been engaged in central plant design and utility projects from a structural and civil engineering perspective and is currently working on the UNC-CH campus. BBH Design also has recent campus central plant experience in addition to several higher education projects and clients. Construction Cost Systems have worked on hundreds of estimates from conceptual design to construction phase, many in the higher education market and several for central plants.

Thank you for the opportunity to assist the University with its facility goals. Please contact me at 404.788.4431, our Durham office at 919.806.4424, or via e-mail at jhappe@sebesta.com with any questions you may have. We look forward to the next step in the selection process and appreciate your consideration.

Sincerely,
Sebesta Blomberg & Associates, Inc.

Jason Happe
Principal-in-Charge
June 13, 2013

Mr. Masaya Konishi, Assistant Director
UNC Chapel Hill – Facilities Planning
CB 1090, Giles F. Horney Building
103 Airport Drive
Chapel Hill, NC 27599-1090

Re: UNC at Chapel Hill Health Affairs – Mary Ellen Jones Building Renovation
Chapel Hill, North Carolina

Dear Mr. Konishi:

It is my pleasure to provide you with Choate Construction Company’s statement of qualifications for the UNC School of Medicine Mary Ellen Jones Building Renovation project. It is very exciting for Choate Construction Company to have the opportunity to continue our professional CM relationship with UNC. Being part of UNC’s continued campus growth has been professionally rewarding for all here at Choate who have been a part of the Burnett-Womack, Imaging Research Building and UNC Hospital projects.

As you know, Choate is delivering in a few months the Imaging project and our successful team there will be ready to begin the hard work required to make the UNC Mary Ellen Jones Building Renovation project a complete success. Mitchell and Glenn are ready to go, as is our precon team. Choate Construction’s team has developed a tremendous amount of UNC, UNC School of Medicine, UNC School of Pharmacy and related specialty laboratory project experience. Combined with our very positive experience with Lord Aeck Sargent on Burnett Womack, Choate Construction hits the ground with a knowledge base and at a pace that is unmatched by our competition, ready to provide instant value to your broader project delivery team.

Thank you very much for this opportunity! Do not hesitate to call if we can provide any additional information or support.

Sincerely,

Choate Construction Company

David Knudson
Vice President

Encl. – Mary Ellen Jones Renovation Statement of Qualifications Package
This request is for approval to lease approximately 9,085 square feet of office space at 137 East Franklin Street, Suites 601 & 602, for the Institute for the Environment. The lease term is for two years commencing August 1, 2013 with two (2) one-year renewal option periods. The initial annual rent cost will be $198,507.25, or $21.85 per square foot, including utilities and janitorial service. Rent will increase 2.5% per annum beginning the second year.

A motion to recommend approval to acquire by lease approximately 9,085 SF of office space as described above.
ACQUISITION BY LEASE OF OFFICE SPACE FOR SCHOOL OF PUBLIC HEALTH, DEPARTMENT OF BIOSTATISTICS

This request is for approval to lease approximately 17,218 square feet of office space at 137 East Franklin Street, Suites 203,300, 400, 402,403,405, for the Department of Biostatistics within the School of Public Health. The lease term is for thirty months commencing July 1, 2013 with four (4) six-month renewal option periods. The initial annual rent cost will be $395,497.46, or $22.97 per square foot including utilities and janitorial service. Rent will increase 2.5% per annum at the beginning of the second year.

RECOMMENDED ACTION

A motion to recommend approval to acquire by lease approximately 17,218 SF of office space as described above.
PROPERTY DISPOSITION BY GROUND LEASE TO THE TOWN OF CARRBORO

This request is for approval to authorize a ground lease of an amount to be determined by survey to the Town of Carrboro for the purpose of constructing a greenway on University property. This lease will facilitate the construction of a new public greenway by the Town of Carrboro, a portion of which will be located on University property adjacent to Homestead Rd. The greenway construction will be funded through NCDOT and administered by the Town of Carrboro. The Ground Lease will terminate at the conclusion of the construction of the greenway and the greenway will be gifted to the University.

RECOMMENDED ACTION

A motion to recommend approval of a ground lease to the Town of Carrboro for the purpose of greenway construction as described above.
PRELIMINARY REVIEW – ENERGY SAVINGS PERFORMANCE INSTALLMENT FINANCING CONTRACT

The objective for the Energy Savings Performance Contract (ESPC) is to maximize energy cost savings in order to finance building system upgrades in the following buildings: Genetic Medicine Research Building, Medical Biomolecular Research Building (MBRB), Molecular Biology Research Lab/Glaxo, Chapman Hall, Kenan Labs, and ITS Manning.

Brady Trane, the Energy Service Company (ESCO), was selected to perform an Investment Grade Audit (IGA), design, furnish and install, train, and conduct measurement and verification for the term of the not to exceed 20 year contract.

The IGA has confirmed an annual guaranteed energy savings of approximately $1.3 M from the energy conservation measures (ECMs). These savings are sufficient to finance approximately $15.6 M in needed facility upgrades. Repayment of the installment financing contract will be through guaranteed energy savings. In addition, approximately $4.5M of the financed amount addresses deferred maintenance.

The University will solicit competitive proposals from qualified lenders to enter into an installment financing contract. The University expects that the interest rate under the contract will not exceed 5% on a principal amount not to exceed $15,650,000. This information is presented to the Board of Trustees for review and comment. The Board of Governors will consider a request to approve the financing at its August 2013 meeting.

No formal action is requested at this time.
ATTACHMENT N

STATUS OF CAPITAL IMPROVEMENT PROJECTS
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
FACILITIES SERVICES

PROJECTS COMPLETED SINCE LAST REPORT (JANUARY, 2013)

1. Cogeneration Steam Tunnel Rehabilitation Project (Package 3) $30,000,000
2. Bell Tower Development $239,510,206
3. Dental Sciences Building $104,000,000
4. Bingham Facilities Upgrade-FOBRL $300,000
5. Co-generation Facility Storage Building $500,000
6. Landfill Gas Recovery Project $4,000,000
7. UNC Childcare Facility Addition $750,000
8. Kenan Laboratories Renovations $1,900,000
9. Thurston Bowles Third Floor Renovation $1,200,000
10. Finley Golf Course Club House Addition $3,500,000
11. Frank Porter Graham Student Union - Renovation $7,500,000
12. Brinkhous Bullitt Exterior Repairs $300,000
13. South Columbia Road Improvements $1,400,000

Total $394,860,206

PROJECTS UNDER CONSTRUCTION:

1. Imaging Research Building – $245,000,000
   (Funding – Appropriations)
   Construction began June 2009 and is 61% complete. Project completion is expected in January 2014.

2. Electrical Infrastructure Additions (Phase I) - $8,025,000
   (Funding – University Non-Appropriated/Receipts)
   Construction began August 2011 and is 92% complete. Project completion is expected in March 2013.

3. Electric Infrastructure Additions Phase 2 - $15,000,000
   (Funding – University Non-Appropriated/Receipts)
   Construction began May 2012 and is 83% complete. Project completion is expected in March 2013.

4. Craig Parking Deck Expansion - $36,000,000
   (Funding – University Non-Appropriated/Receipts)
   Construction will begin July 2013. Project completion is expected in August 2015.

5. Davis Library Reconfiguration of Odum Institute - $900,000
   (Funding – University Non-Appropriated/Receipts)
   Construction began February 2013 and is 95% complete. Project completion is expected in July 2013.

6. Exterior Repairs at Coastal Process & Environment Health Labs - $600,000
   (Funding – Repair & Renovations)
   Construction began March 2013 and is 68% complete. Project completion is expected in August 2013.

7. Kenan Stadium Structural Repairs - $500,000
   (Funding – University Non-Appropriated/Receipts)
   Construction began May 2013 and is 20% complete. Project completion is expected in August 2013.

8. Lenoir Hall – Replacement of Air handling Units 8 & 9 - $750,000
   (Funding – University Non-Appropriated/Receipts)
   Construction began June 2013 and is 10% complete. Project completion is expected in December 2013.
9. **Main Campus Ductbank Improvements - $1,800,000**  
   (Funding – University Non-Appropriated/Receipts)  
   Construction began April 2013 and is 80% complete. Project completion is expected in July 2013.

10. **Manning Substation Switchgear - $3,000,000**  
    (Funding – University Non-Appropriated/Receipts)  
    Construction began June 2013 and is 3% complete. Project completion is expected in March 2014.

**PROJECTS IN DESIGN:**

1. **Morehead Planetarium Addition and Renovation - $58,000,000**  
   (Funding – State Appropriation/Gifts)  
   Project is on hold pending construction funding.

2. **Bingham Facility – $1,843,095**  
   (Funding – University Non Appropriated)  
   Preparing construction contract for the Wastewater Treatment Improvements project.

3. **Alternative/Renewable Energy Study - $5,300,000**  
   (Funding – University Non-Appropriated/Receipts)  
   Campus energy modeling to be completed in fall 2013.

4. **School of Law at Carolina North - $5,500,000**  
   (Funding – State Appropriation)  
   Project is waiting design funding.

5. **Carolina North Infrastructure – Phase I - $25,000,000**  
   (Funding – University Non-Appropriated)  
   Currently in Design Development phase.

6. **Old Sanitary Landfill Remediation at Carolina North - $500,000**  
   (Funding – State Appropriation)  
   Site characterization report to be completed by December 2013.

7. **Railroad Sidings - $3,000,000**  
   (Funding – University Non-Appropriated)  
   The programming and site feasibility report is complete.

8. **Rizzo Center Phase III - $36,000,000**  
   (Funding – University Non-Appropriated)  
   Special Use Permit application approved.

9. **Renovations to Mary Ellen Jones Building - $45,500,000**  
   (Funding – University Non-Appropriated)  
   Currently in Programming/Concept Design phase.

10. **Medical Education Building - $1,000,000**  
    (Funding – University Non-Appropriated)  
    Designer has prepared options and cost estimates for School of Medicine. Project is waiting design funding.

11. **Carrington Hall Renovation - $250,000**  
    (Funding – Repair and Renovations)  
    Programming study is complete and project is waiting design funding.

12. **Knapp – Sanders Hall Second and Third Floor HVAC Replacement Study - $600,000**  
    (Funding – Repair and Renovations)  
    Construction documents are complete and project is waiting construction funding.
13. Davis Library – 1st and 2nd Floor renovations - $450,000  
(Funding – Repair and Renovations)
Programming is complete and project is waiting construction funding.

14. Carolina North Collaborative Science Building - $95,700,000  
(Funding – University Non-Appropriated)
Currently in Design Development phase.

15. Lighting Upgrades for Parking Decks - $1,500,000  
(Funding – University Non-Appropriated)
Feasibility study is complete. Awaiting funding for advance planning. Currently in Schematic design phase.

16. Performance Contracting - $20,000,000  
(Funding – University Non-Appropriated)

17. Wilson Library Egress – Phase II $12,000,000  
(Funding – University Non-Appropriated)
Construction documents are complete. Awaiting funding.

18. ITS Manning UPS Upgrade - $3,000,000  
Feasibility study to be completed by February 2013.

19. Upper Quad HVAC & Window Replacement - $6,500,000  
(Funding – University Non-Appropriated)
Construction documents complete. Awaiting funding.

20. Student Recreation Center and Fetzer Gymnasium Roof Replacement - $2,100,000  
(Funding – University Non-Appropriated and Repair & Renovation)
Construction Documents are complete. Awaiting State Construction Office approval.

21. Odum Village Replacement - $25,000,000  
(Funding – University Non-Appropriated)
Advance planning underway to develop a programming feasibility study due August 2013.

22. General Storeroom Roof Replacement - $879,000  
(Funding – Repair & Renovation)
Construction Documents are complete. Awaiting State Construction Office approval.

23. Stormwater Master Plan Ph II - $800,000  
(Funding – University Non-Appropriated)
Feasibility study to be completed August 2013.

24. Cogen Steam Tunnel Rehabilitation - $4,000,000  
(Funding-University Non-Appropriated)
Currently in schematic design phase.

25. North Chiller Plant Capacity Upgrade - $4,500,000  
(Funding – University Non-Appropriated)
Currently in Schematic Design phase.

26. Power Generation & Chiller Plant Capacity Addition Feasibility Study - $500,000  
(Funding – University Non-Appropriated)
Designer selection scheduled for July 2013 BOT meeting.
27. Howell Hall Renovation - $5,300,000  
(Funding – University Non-Appropriated)  
Currently in Schematic Design phase

28. Aycock Family Medicine Center Renovation - $1,500,000  
(Funding – University Non-Appropriated)  
Currently in Schematic Design phase.

29. Burnett Womack CTRC Renovation - $1,500,000  
(Funding – University Non-Appropriated)  
Currently in Schematic Design phase.

30. Berryhill Renovation - $1,600,000  
(Funding – University Non-Appropriated)  
Construction Documents are complete. Waiting for State Construction Office approval.

31. School of Dentistry Vacuum System Feasibility Study - $50,000  
(Funding – University Non-Appropriated)  
Feasibility study underway.

32. Vivarium Equipment Replacement - $4,847,000  
(Funding – University Non-Appropriated)  
Currently in Schematic Design phase.

33. Wilson Hall Annex - $100,000  
(Funding – University Non-Appropriated)  
Advance Planning underway.

34. Skipper Bowles Drive Repair & Resurface Feasibility Study - $30,000  
(Funding – Repair & Renovation)  
Feasibility study is complete. Awaiting construction funding

35. Hill Hall Renovation and Addition - $15,000,000  
(Funding – University Non-Appropriated and Gifts)  
Designer selection scheduled for July 2013 Board of Trustees meeting.
SUMMARY OF MAJOR CAPITAL IMPROVEMENT ACTIVITY:

<table>
<thead>
<tr>
<th>Completed since 1/2013</th>
<th>No. of Projects</th>
<th>Dollar Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>$394,860,206</td>
<td></td>
</tr>
</tbody>
</table>

| Under Construction     | 10              | $311,575,000 |
| In Design              | 35              | $334,449,095 |

HISTORICAL RECORD OF ACTIVITY:

<table>
<thead>
<tr>
<th>Date</th>
<th>UNDER CONSTRUCTION</th>
<th>NO. OF PROJECTS</th>
<th>DOLLAR VALUE</th>
<th>IN DESIGN</th>
<th>NO. OF PROJECTS</th>
<th>DOLLAR VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec. 1983</td>
<td>10</td>
<td>$62,326,000</td>
<td>8</td>
<td>$18,645,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 1984</td>
<td>10</td>
<td>$66,858,320</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oct. 1984</td>
<td>13</td>
<td>$77,924,820</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jun. 1985</td>
<td>15</td>
<td>$75,753,450</td>
<td>18</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feb. 1986</td>
<td>13</td>
<td>$67,684,000</td>
<td>30</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aug. 1986</td>
<td>11</td>
<td>$61,093,000</td>
<td>25</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feb. 1987</td>
<td>14</td>
<td>$39,924,000</td>
<td>27</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aug. 1987</td>
<td>13</td>
<td>$26,817,520</td>
<td>25</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feb. 1988</td>
<td>12</td>
<td>$42,354,520</td>
<td>26</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aug. 1988</td>
<td>14</td>
<td>$61,721,870</td>
<td>34</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feb. 1989</td>
<td>15</td>
<td>$157,882,770</td>
<td>40</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aug. 1992</td>
<td>16</td>
<td>$196,850,380</td>
<td>25</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 1992</td>
<td>9</td>
<td>$193,656,480</td>
<td>31</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aug. 1992</td>
<td>16</td>
<td>$196,850,380</td>
<td>25</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 1993</td>
<td>7</td>
<td>$9,012,000</td>
<td>21</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 1994</td>
<td>6</td>
<td>$90,707,300</td>
<td>33</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 1994</td>
<td>15</td>
<td>$101,999,300</td>
<td>28</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 1995</td>
<td>13</td>
<td>$66,320,700</td>
<td>52</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 1995</td>
<td>14</td>
<td>$101,192,800</td>
<td>46</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 1996</td>
<td>11</td>
<td>$89,901,800</td>
<td>67</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 1996</td>
<td>17</td>
<td>$92,701,100</td>
<td>61</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 1997</td>
<td>19</td>
<td>$131,072,400</td>
<td>63</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 1997</td>
<td>37</td>
<td>$239,425,600</td>
<td>44</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 1998</td>
<td>33</td>
<td>$158,837,100</td>
<td>50</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 1998</td>
<td>36</td>
<td>$183,705,300</td>
<td>43</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 1999</td>
<td>26</td>
<td>$153,298,200</td>
<td>42</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 1999</td>
<td>20</td>
<td>$175,689,300</td>
<td>44</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 2000</td>
<td>18</td>
<td>$173,787,000</td>
<td>38</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 2000</td>
<td>20</td>
<td>$171,732,100</td>
<td>44</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 2001</td>
<td>20</td>
<td>$265,311,575</td>
<td>56</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 2001</td>
<td>30</td>
<td>$277,577,875</td>
<td>57</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 2002</td>
<td>28</td>
<td>$282,315,475</td>
<td>51</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 2002</td>
<td>25</td>
<td>$297,186,000</td>
<td>51</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 2003</td>
<td>28</td>
<td>$246,220,200</td>
<td>52</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 2003</td>
<td>28</td>
<td>$239,095,165</td>
<td>58</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 2004</td>
<td>28</td>
<td>$345,073,797</td>
<td>59</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 2004</td>
<td>24</td>
<td>$435,597,765</td>
<td>61</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 2005</td>
<td>32</td>
<td>$540,484,649</td>
<td>77</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 2005</td>
<td>42</td>
<td>$604,951,066</td>
<td>62</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 2006</td>
<td>39</td>
<td>$606,059,278</td>
<td>50</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 2006</td>
<td>36</td>
<td>$753,387,157</td>
<td>55</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 2007</td>
<td>39</td>
<td>$493,513,761</td>
<td>60</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 2007</td>
<td>38</td>
<td>$559,519,076</td>
<td>50</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 2008</td>
<td>29</td>
<td>$510,723,322</td>
<td>46</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 2008</td>
<td>27</td>
<td>$570,815,114</td>
<td>51</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 2009</td>
<td>25</td>
<td>$429,973,546</td>
<td>47</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 2009</td>
<td>24</td>
<td>$633,089,281</td>
<td>40</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 2010</td>
<td>18</td>
<td>$600,252,605</td>
<td>22</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 2010</td>
<td>18</td>
<td>$618,429,022</td>
<td>32</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 2011</td>
<td>15</td>
<td>$605,745,206</td>
<td>30</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 2011</td>
<td>19</td>
<td>$802,905,823</td>
<td>28</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 2012</td>
<td>15</td>
<td>$742,125,183</td>
<td>28</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 2012</td>
<td>17</td>
<td>$655,508,823</td>
<td>31</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan. 2013</td>
<td>12</td>
<td>$550,585,206</td>
<td>34</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 2013</td>
<td>10</td>
<td>$311,575,000</td>
<td>34</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

During the same period we have completed 490 major capital improvement projects with a total in-place cost of $3,467,342,169.
Lease Report

Board of Trustees
The University of North Carolina at Chapel Hill

July 24, 2013
Review of the Types of Leases Held by The University of North Carolina at Chapel Hill

I. Lease Acquisitions (Space Leased to the University by Others)

A. Office Space Leases
   · 352,768 square feet of office space leased to the University with annual rent payments of $7,126,467.17
     (representing 19.25% increase in leased square feet and 22.28% increase in annual rent payments since the last report in January, 2013)
   · 63,471 square feet of office space (included in the above-referenced 352,768 square feet) leased to the University in Endowment-owned buildings with annual rent payments of $1,311,049.59 (representing no change in leased square feet and a 2.82% increase in annual rent payments since last lease report in January, 2013)

B. Miscellaneous Leases
   · Leases to the University with annual rent payments of $36,817.67
     (representing 11.34% increase in annual rent payment since the last lease report in January, 2013)

C. Storage Space Leases
   · 2,560 square feet of storage space leased to the University with annual rent payments of $14,181.96
     (representing no increase in leased square feet and .83% increase in annual rental payments since the last lease report in January, 2013)

II. Lease Dispositions (Space Leased by the University to Others)

A. Rental Houses
   · 22 houses (23 leases) with projected annual rent receipts of $348,002.00
     (representing a 1.75% increase in annual rent receipts since the last lease report in January, 2013)

B. Rental Buildings
   · 2 buildings with annual rent receipts of $5,409,721.00
     (representing no change in annual rent receipt since the last lease report in January, 2013)

C. Land Leases
   · 78.08 acres of land leased with nominal rent receipts (representing no change in land leased and no change in nominal annual rent receipt since the last lease report in January, 2013)
<table>
<thead>
<tr>
<th>Owner/Lessor</th>
<th>Lessee Division</th>
<th>Department</th>
<th>Lessee Classification</th>
<th>Funding Source</th>
<th>Location</th>
<th>Lease End Date</th>
<th>Sq Ft</th>
<th>Annual Rent</th>
<th>$ Per Sq Ft</th>
<th>Renewal Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yaggy Corporation</td>
<td>Health Affairs</td>
<td>SPH/SOM Horizons Program</td>
<td>University Support</td>
<td>62.5% Trust Funds 21.3% Trust Funds 16.2% F &amp; A Funds</td>
<td>400 Roberson Street</td>
<td>Mth to Mth</td>
<td>17,864</td>
<td>$323,887.52</td>
<td>$18.13</td>
<td>None</td>
</tr>
<tr>
<td>Chapel Hill Foundation Real Estate</td>
<td>Health Affairs</td>
<td>Carolina Population Center</td>
<td>Research Program</td>
<td>100% F &amp; A</td>
<td>143 West Franklin St</td>
<td>Mth to Mth</td>
<td>25,952</td>
<td>$518,780.48</td>
<td>$19.99</td>
<td>None</td>
</tr>
<tr>
<td>Madison Partners, LLC</td>
<td>Health Affairs</td>
<td>Carolina Population Center</td>
<td>Research Program</td>
<td>100% F &amp; A</td>
<td>211-B West Cameron St</td>
<td>Mth to Mth</td>
<td>5,730</td>
<td>$102,612.82</td>
<td>$17.91</td>
<td>None</td>
</tr>
<tr>
<td>Franklin Street Plaza, LLC</td>
<td>Health Affairs</td>
<td>SPH, Injury Prevention Research Center</td>
<td>Research Program</td>
<td>42% F &amp; A 58% Trust Funds</td>
<td>136 E. Rosemary St</td>
<td>Mth to Mth</td>
<td>6,555</td>
<td>$145,324.35</td>
<td>$22.17</td>
<td>None</td>
</tr>
<tr>
<td>Franklin Street Plaza, LLC</td>
<td>Health Affairs</td>
<td>SPH, Collaborative Studies Coordinating Ctr</td>
<td>Research Program</td>
<td>100% F &amp; A</td>
<td>136 E. Rosemary St</td>
<td>Mth to Mth</td>
<td>332</td>
<td>$7,328.48</td>
<td>$21.01</td>
<td>None</td>
</tr>
<tr>
<td>Franklin Street Plaza, LLC</td>
<td>Health Affairs</td>
<td>SPH, Collaborative Studies Coordinating Ctr</td>
<td>Research Program</td>
<td>100% F &amp; A</td>
<td>136 E. Rosemary St</td>
<td>Mth to Mth</td>
<td>16,444</td>
<td>$363,021.97</td>
<td>$22.08</td>
<td>None</td>
</tr>
<tr>
<td>Franklin Street Plaza, LLC</td>
<td>Health Affairs</td>
<td>SPH, Collaborative Studies Coordinating Ctr</td>
<td>Research Program</td>
<td>100% F &amp; A</td>
<td>136 E. Rosemary St</td>
<td>Mth to Mth</td>
<td>442</td>
<td>$9,370.44</td>
<td>$21.20</td>
<td>None</td>
</tr>
<tr>
<td>Madison Partners, LLC</td>
<td>Academic Affairs</td>
<td>Graduate Student Center</td>
<td>University Support</td>
<td>100% F &amp; A</td>
<td>211-A West Cameron Ave</td>
<td>Mth to Mth</td>
<td>2,793</td>
<td>$50,741.52</td>
<td>$18.14</td>
<td>None</td>
</tr>
<tr>
<td>Franklin Street Plaza, LLC</td>
<td>Health Affairs</td>
<td>SOM, Health Behavior and Health Education</td>
<td>Research Program</td>
<td>100% Trust Funds</td>
<td>136 E. Rosemary St</td>
<td>Mth to Mth</td>
<td>4,700</td>
<td>$96,262.36</td>
<td>$20.48</td>
<td>None</td>
</tr>
<tr>
<td>Carr Mill Limited Partnership</td>
<td>Health Affairs</td>
<td>Lineberger Cancer Ctr</td>
<td>Research Program</td>
<td>100% Trust Funds</td>
<td>200 N. Greensboro St</td>
<td>Mth to Mth</td>
<td>1,355</td>
<td>$23,373.75</td>
<td>$17.25</td>
<td>None</td>
</tr>
<tr>
<td>Chapel Hill Foundation Real Estate</td>
<td>Health Affairs</td>
<td>SOM, Infectious Diseases</td>
<td>Research Program</td>
<td>100% C/G</td>
<td>143 West Franklin St</td>
<td>Mth to Mth</td>
<td>228</td>
<td>$2,109.00</td>
<td>$18.50</td>
<td>None</td>
</tr>
<tr>
<td>Franklin Street Plaza, LLC</td>
<td>Health Affairs</td>
<td>Institute for the Environment</td>
<td>Academic Program</td>
<td>100% Trust Funds</td>
<td>136 E. Rosemary St</td>
<td>7/31/2013</td>
<td>4,160</td>
<td>$88,860.73</td>
<td>$21.33</td>
<td>None</td>
</tr>
<tr>
<td>Franklin Street Plaza, LLC</td>
<td>Health Affairs</td>
<td>Institute for the Environment</td>
<td>University Support</td>
<td>100% Trust Funds</td>
<td>136 E. Rosemary St</td>
<td>7/31/2013</td>
<td>3,464</td>
<td>$75,199.36</td>
<td>$21.39</td>
<td>None</td>
</tr>
<tr>
<td>Carr Mill Limited Partnership</td>
<td>Health Affairs</td>
<td>Medical Allied Health</td>
<td>Clinical Program</td>
<td>100% F &amp; A</td>
<td>200 N. Greensboro St</td>
<td>8/31/2013</td>
<td>1,803</td>
<td>$31,101.75</td>
<td>$17.25</td>
<td>None</td>
</tr>
<tr>
<td>James L. Hodgin</td>
<td>Health Affairs</td>
<td>FPG Child Development Institute</td>
<td>Research Program</td>
<td>100% F &amp; A</td>
<td>517 S. Greensboro St</td>
<td>8/31/2013</td>
<td>17,500</td>
<td>$360,150.00</td>
<td>$20.58</td>
<td>None</td>
</tr>
<tr>
<td>Sherry-Mar, LLC</td>
<td>Health Affairs</td>
<td>FPG Child Development Institute</td>
<td>Research Program</td>
<td>100% F &amp; A</td>
<td>517 S. Greensboro St</td>
<td>8/31/2013</td>
<td>6,918</td>
<td>$136,338.96</td>
<td>$19.71</td>
<td>None</td>
</tr>
<tr>
<td>Sherry-Mar Company, LLC</td>
<td>Health Affairs</td>
<td>FPG Child Development Institute</td>
<td>Research Program</td>
<td>100% F &amp; A</td>
<td>521 S. Greensboro St</td>
<td>12/31/2013</td>
<td>23,532</td>
<td>$499,349.04</td>
<td>$21.22</td>
<td>None</td>
</tr>
<tr>
<td>Phillip D. Pearsall</td>
<td>Health Affairs</td>
<td>SPH, Department of Nutrition</td>
<td>Research Program</td>
<td>100% F &amp; A</td>
<td>800 Eastowne Drive</td>
<td>12/31/2013</td>
<td>3,186</td>
<td>$63,940.36</td>
<td>$19.79</td>
<td>None</td>
</tr>
<tr>
<td>Carr Mill Limited Partnership</td>
<td>Health Affairs</td>
<td>Medical Allied Health</td>
<td>Clinical Program</td>
<td>100% C/G</td>
<td>200 N. Greensboro St</td>
<td>1/31/2014</td>
<td>631</td>
<td>$10,192.00</td>
<td>$16.00</td>
<td>None</td>
</tr>
<tr>
<td>* Franklin Street Plaza, LLC</td>
<td>Academic Affairs</td>
<td>OVC-Office Research Communication</td>
<td>University Support</td>
<td>100% F &amp; A</td>
<td>136 E Rosemary St</td>
<td>4/30/2014</td>
<td>1,073</td>
<td>$23,445.57</td>
<td>$21.85</td>
<td>Two 1 yr w/ 2.5% inc</td>
</tr>
<tr>
<td>Carr Mill Limited Partnership</td>
<td>University Administration</td>
<td>Advising Corp. Undergraduate Admissions</td>
<td>University Support</td>
<td>100% C/G</td>
<td>200 N. Greensboro St</td>
<td>5/31/2014</td>
<td>1,144</td>
<td>$19,448.00</td>
<td>$17.00</td>
<td>None</td>
</tr>
<tr>
<td>Franklin Street Plaza, LLC</td>
<td>University Administration</td>
<td>UNC-CH Research Compliance Program</td>
<td>University Support</td>
<td>100% F &amp; A</td>
<td>137 E. Franklin St</td>
<td>6/30/2014</td>
<td>220</td>
<td>$4,780.56</td>
<td>$21.73</td>
<td>One 1 yr w/ 2.5% inc</td>
</tr>
<tr>
<td>Franklin Street Plaza, LLC</td>
<td>University Administration</td>
<td>UNC-CH Research Compliance Program</td>
<td>University Support</td>
<td>100% F &amp; A</td>
<td>137 E. Franklin St</td>
<td>6/30/2014</td>
<td>1,037</td>
<td>$22,534.01</td>
<td>$21.73</td>
<td>One 1 yr w/ 2.5% inc</td>
</tr>
<tr>
<td>Madison Partners, LLC</td>
<td>University Administration</td>
<td>Center for Public Service</td>
<td>University Support</td>
<td>100% F &amp; A</td>
<td>205 Wilson Street</td>
<td>7/31/2014</td>
<td>1,955</td>
<td>$40,062.06</td>
<td>$20.49</td>
<td>None</td>
</tr>
<tr>
<td>Franklin Street Plaza, LLC</td>
<td>University Administration</td>
<td>Office of Research Information Systems</td>
<td>Public Service</td>
<td>100% F &amp; A</td>
<td>136 E. Rosemary St</td>
<td>11/30/2014</td>
<td>3,150</td>
<td>$68,764.50</td>
<td>$21.83</td>
<td>One 1 yr w/ 2.5% inc</td>
</tr>
<tr>
<td>* Ambient Air, LLC</td>
<td>Health Affairs</td>
<td>SPH, Dept. of Epidemiology</td>
<td>Research Program</td>
<td>100% C/G</td>
<td>116A South Merritt Mill</td>
<td>12/31/2014</td>
<td>2,400</td>
<td>$543,800.00</td>
<td>$18.25</td>
<td>Two 1 yr w/ 2% inc</td>
</tr>
<tr>
<td>* Franklin Street Plaza, LLC</td>
<td>University Administration</td>
<td>Office of Sponsored Research</td>
<td>University Support</td>
<td>100% Dept. Overhead Funds</td>
<td>137 E. Franklin Street</td>
<td>12/31/2014</td>
<td>996</td>
<td>$21,747.48</td>
<td>$21.83</td>
<td>Two 1 yr w/ 2% inc</td>
</tr>
<tr>
<td>* Carr Mill Limited Partnership</td>
<td>Health Affairs</td>
<td>Lineberger Cancer Center (5,373 sq ft)</td>
<td>Research Programs</td>
<td>53% Trust Funds 47% F &amp; A Funds</td>
<td>101 E. Weaver Street</td>
<td>2/28/2015</td>
<td>10,185</td>
<td>$190,160.00</td>
<td>$18.67</td>
<td>None</td>
</tr>
<tr>
<td>* Franklin Street Plaza, LLC</td>
<td>Health Affairs</td>
<td>SPH, Dept. of Epidemiology</td>
<td>Research Program</td>
<td>100% F &amp; A</td>
<td>137 E. Franklin St</td>
<td>5/31/2015</td>
<td>12,193</td>
<td>$262,450.02</td>
<td>$21.52</td>
<td>Two 1 yr w/ 2.5% inc</td>
</tr>
<tr>
<td>* Board of Trustees of Endowment Fund</td>
<td>See Page 5</td>
<td>See Page 5</td>
<td>See Page 5</td>
<td>See Page 5</td>
<td>720, 725, 730 MLK Blvd</td>
<td>6/30/2015</td>
<td>63,471</td>
<td>$1,311,049.59</td>
<td>$20.66</td>
<td>None</td>
</tr>
<tr>
<td>* Franklin Street Plaza, LLC</td>
<td>Health Affairs</td>
<td>Institute for the Environment</td>
<td>Academic Program</td>
<td>100% Dept. Overhead Funds</td>
<td>136 E. Rosemary St</td>
<td>7/31/2015</td>
<td>1,829</td>
<td>$39,170.33</td>
<td>$21.42</td>
<td>Two 1 yr w/ 2.5% inc</td>
</tr>
<tr>
<td>* West Franklin Preservation Ltd. Partnership</td>
<td>Health Affairs</td>
<td>Carolina Population Center</td>
<td>Research Program</td>
<td>50% F &amp; A 10% Trust Funds</td>
<td>206 West Franklin Street</td>
<td>11/30/2015</td>
<td>11,600</td>
<td>$191,400.00</td>
<td>$16.50</td>
<td>Two 1 yr w/ 3% inc</td>
</tr>
<tr>
<td>* Europa Center, LLC</td>
<td>Academic Affairs</td>
<td>Morehead Planetarium &amp; Science Ctr</td>
<td>University Support</td>
<td>100% Trust Funds</td>
<td>100 Europa Drive</td>
<td>3/31/2016</td>
<td>1,000</td>
<td>$12,000.00</td>
<td>$12.00</td>
<td>One 2 yr w/o inc</td>
</tr>
<tr>
<td>* Carr Mill Limited Partnership</td>
<td>University Administration</td>
<td>University Advancement</td>
<td>University Support</td>
<td>100% F &amp; A</td>
<td>200 N. Greensboro St</td>
<td>5/16/2016</td>
<td>1,812</td>
<td>$31,257.00</td>
<td>$17.25</td>
<td>None</td>
</tr>
<tr>
<td>* Riddle Commercial Properties, Inc.</td>
<td>Academic Affairs</td>
<td>Center for Developmental Science</td>
<td>Research Program</td>
<td>100% F &amp; A</td>
<td>100 E. Franklin St</td>
<td>9/30/2017</td>
<td>11,026</td>
<td>$245,000.00</td>
<td>$22.22</td>
<td>One 5 yr w/ 2% inc</td>
</tr>
<tr>
<td>* Franklin Street Plaza, LLC</td>
<td>University Administration</td>
<td>Ombuds Office</td>
<td>University Support</td>
<td>100% F &amp; A</td>
<td>137 E. Franklin St</td>
<td>3/31/2018</td>
<td>1,823</td>
<td>$43,752.00</td>
<td>$24.00</td>
<td>One 5 yr w/ 2.5% inc</td>
</tr>
</tbody>
</table>
### The University of North Carolina at Chapel Hill
**Office Space Leased to UNC-CH Chapel Hill within Chapel Hill/Carrboro**
**As of July 1, 2013**

<table>
<thead>
<tr>
<th>#</th>
<th>Tenant</th>
<th>Department</th>
<th>Program</th>
<th>Trust Funds</th>
<th>Address</th>
<th>Lease Date</th>
<th>Rent</th>
<th>$/SF</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>36</td>
<td>Venable Group, LLC</td>
<td>Health Affairs</td>
<td>SOM, Emergency Medicine</td>
<td>25% Trust Funds</td>
<td>100 Market Street</td>
<td>6/30/2018</td>
<td>5,176</td>
<td>$113,872.00</td>
<td>One 5 yr w 3% inc</td>
</tr>
<tr>
<td>37</td>
<td>Cedar Plank, LLC</td>
<td>Health Affairs</td>
<td>SOM, CIDD</td>
<td>100% Trust Funds</td>
<td>101 Renee Lynn Court</td>
<td>9/30/2020</td>
<td>17,824</td>
<td>$430,190.71</td>
<td>Two 5 yr w 3% inc</td>
</tr>
<tr>
<td>38</td>
<td>Cedar Plank, LLC</td>
<td>Health Affairs</td>
<td>SOM, TEACCH</td>
<td>100% Trust Funds</td>
<td>100 Renee Lynn Court</td>
<td>6/30/2022</td>
<td>16,701</td>
<td>$391,304.43</td>
<td>Two 5 yr w 3% inc</td>
</tr>
</tbody>
</table>

**Notes:**
1. Leases executed or renewed since last report (1/13) are denoted by an asterisk (*). During this time, the amount of office space leased in Chapel Hill/Carrboro increased by 51,740 sq feet. The average cost per square foot increased from $19.70 per to $20.44 per square foot.
2. Amounts shown for Annual Rent and $ Per Square Foot are based on amounts currently being paid. Most leases include provisions for annual rent increases based on a fixed schedule or increases in building operating costs.
3. Utilities and Janitorial are paid by the Lessor for all leases shown except for lease #3, #8, #15, #26, #36, #37, and #38.
4. Janitorial services are provided at the Lessor’s cost for all leases shown except for lease #24, #34.
5. Utilities are paid by the Lessor for all leases shown except for lease #1, #16, #17.
6. Lease #11 is for a 6 month term (not annual rent).
7. Items 1-11 leases in process - expect to have majority of these executed in July.
8. Items #36, #37, #38 transferred from UNC Health Care to UNC Property Office to administer the leases.
<table>
<thead>
<tr>
<th>Owner/Lessor</th>
<th>Lessee Division</th>
<th>Department</th>
<th>Lessee Classification</th>
<th>Lessee Source of Funding</th>
<th>Location</th>
<th>Lease End Date</th>
<th>Building Sq Ft</th>
<th>Annual Rent</th>
<th>$ Per Sq ft</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Self-Help Ventures Fund</td>
<td>Health Affairs</td>
<td>SOM, Greensboro TEACCH Program</td>
<td>Clinical Program</td>
<td>100% State Funds</td>
<td>Greensboro</td>
<td>Mth to Mth</td>
<td>2,905</td>
<td>$51,128.00</td>
<td>$17.60</td>
</tr>
<tr>
<td>2 Edgemont Tenant LLC</td>
<td>Academic Affairs</td>
<td>School of Journalism/Mass</td>
<td>Academic Program</td>
<td>100% State Funds</td>
<td>Durham</td>
<td>Mth to Mth</td>
<td>167</td>
<td>$1,000.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>3 Highwoods Realty Limited Partnership</td>
<td>Health Affairs</td>
<td>Useful Speech Project</td>
<td>Clinical Program</td>
<td>100% Contracts &amp; Grants</td>
<td>Durham</td>
<td>7/31/2013</td>
<td>1,293</td>
<td>$17,382.48</td>
<td>$13.44</td>
</tr>
<tr>
<td>4 Fortune’s Ridge Associates Limited Partnership</td>
<td>Health Affairs</td>
<td>SOM, CCDP/CASTLE</td>
<td>Clinical Program</td>
<td>50% Foundation Funds 50% Trust Funds</td>
<td>Durham</td>
<td>2/28/2014</td>
<td>1,180</td>
<td>$20,650.00</td>
<td>$17.50</td>
</tr>
<tr>
<td>5 Seamist Properties Fayetteville LLC</td>
<td>Health Affairs</td>
<td>SOM, Fayetteville TEACCH Program</td>
<td>Clinical Program</td>
<td>100% State Funds</td>
<td>Fayetteville</td>
<td>2/28/2014</td>
<td>3,100</td>
<td>$49,135.00</td>
<td>$15.85</td>
</tr>
<tr>
<td>6 The Kinston Enterprise Center</td>
<td>Health Affairs</td>
<td>HPDP-Healthy Heart Lenoir Project</td>
<td>Research Program</td>
<td>100% Contract &amp; Grants</td>
<td>Kinston</td>
<td>7/31/2014</td>
<td>824</td>
<td>$8,568.00</td>
<td>$10.40</td>
</tr>
<tr>
<td>7 Fortune’s Ridge Associates Limited Partnership</td>
<td>Health Affairs</td>
<td>SOM, CCDP/CASTLE</td>
<td>Clinical Program</td>
<td>70% Foundation Funds 30% Trust Funds</td>
<td>Durham</td>
<td>12/31/2014</td>
<td>5,149</td>
<td>$98,139.94</td>
<td>$19.06</td>
</tr>
<tr>
<td>8 East Park Associates, LLC</td>
<td>Health Affairs</td>
<td>SOM, Charlotte TEACCH Program</td>
<td>Clinical Program</td>
<td>100% State Funds</td>
<td>Charlotte</td>
<td>4/30/2015</td>
<td>2,990</td>
<td>$51,082.85</td>
<td>$17.08</td>
</tr>
<tr>
<td>9 Commercial Investors c/o James Little Real Estate</td>
<td>Health Affairs</td>
<td>SOM, Thurston Arthritis Center</td>
<td>Clinical Program</td>
<td>100% Contracts &amp; Grants</td>
<td>Smithfield</td>
<td>6/30/2015</td>
<td>2,776</td>
<td>$33,312.00</td>
<td>$12.00</td>
</tr>
<tr>
<td>10 Wainwright Property Management, LLC</td>
<td>Health Affairs</td>
<td>SOM, Greenville TEACCH Program</td>
<td>Clinical Program</td>
<td>100% State Funds</td>
<td>Greenville</td>
<td>7/31/2015</td>
<td>2,800</td>
<td>$29,400.00</td>
<td>$10.50</td>
</tr>
<tr>
<td>11 31 College Place, LLC</td>
<td>Health Affairs</td>
<td>SOM, Asheville TEACCH Program</td>
<td>Clinical Program</td>
<td>100% State Funds</td>
<td>Asheville</td>
<td>1/31/2017</td>
<td>3,540</td>
<td>$49,560.00</td>
<td>$14.00</td>
</tr>
<tr>
<td>12 Abinto Corporation</td>
<td>Health Affairs</td>
<td>SOM, Wilmington TEACCH Program</td>
<td>Clinical Program</td>
<td>100% State Funds</td>
<td>Wilmington</td>
<td>1/31/2018</td>
<td>3,353</td>
<td>$53,145.05</td>
<td>$16.05</td>
</tr>
<tr>
<td>13 Abinto Corporation</td>
<td>Health Affairs</td>
<td>SOM, Wilmington TEACCH Program</td>
<td>Clinical Program</td>
<td>100% State Funds</td>
<td>Wilmington</td>
<td>1/31/2018</td>
<td>689</td>
<td>$10,920.65</td>
<td>$15.85</td>
</tr>
<tr>
<td>14 * Beacon Ventures</td>
<td>Health Affairs</td>
<td>Hunt Institute</td>
<td>Research Program</td>
<td>100% State Funds</td>
<td>Durham</td>
<td>3/31/2018</td>
<td>4,527</td>
<td>$108,648.00</td>
<td>$24.00</td>
</tr>
<tr>
<td>15 * Keystone 630 TT, LLC</td>
<td>Health Affairs</td>
<td>Institute of Medicine/Sheps</td>
<td>Research Program</td>
<td>50% Trust Funds 50% F &amp; A</td>
<td>Durham</td>
<td>4/30/2018</td>
<td>4,328</td>
<td>$93,052.00</td>
<td>$21.50</td>
</tr>
<tr>
<td>16 * Self-Help Ventures Fund</td>
<td>Health Affairs</td>
<td>SOM, Infectious Diseases</td>
<td>Clinical Program</td>
<td>100% State Funds</td>
<td>Durham</td>
<td>4/30/2018</td>
<td>1,472</td>
<td>$28,494.00</td>
<td>$19.36</td>
</tr>
</tbody>
</table>

**NOTES:**

1. Leases executed or renewed since the last report (1/13) are denoted with an asterisk (*). Sq ft outside Chapel Hill/Carrboro represented no change in leased square feet since last lease report in January, 2013.
2. Amounts shown for Annual Rent and $ Per Square Foot are based on amounts currently being paid. Most leases include a provision for annual rent increases based on a fixed schedule or increases in building operating costs.
3. Utilities and janitorial services are provided by the Lessor for all leases except #5, #10, #12, and #13.
4. Janitorial services not included in #4, #6, and #7
5. Lease #11 - New lease approved. Currently on month to month while waiting on upfit to be completed, at new location, prior to relocating into new space.
6. Lease #12 In process

<table>
<thead>
<tr>
<th>Total (116)</th>
<th>Total Annual Rent</th>
<th>Avg $ Per Sq Ft</th>
</tr>
</thead>
<tbody>
<tr>
<td>41,093</td>
<td>$702,618.97</td>
<td>$15.25</td>
</tr>
<tr>
<td>Lessor</td>
<td>Lessee Division</td>
<td>Lessee Department (Program)</td>
</tr>
<tr>
<td>------------------</td>
<td>-----------------</td>
<td>------------------------------------------------------------------</td>
</tr>
<tr>
<td>Endowment Fund</td>
<td>Health Affairs</td>
<td>School of Medicine (Dr. Drossman)</td>
</tr>
<tr>
<td>Endowment Fund</td>
<td>Health Affairs</td>
<td>School of Medicine (Division of Cardiology Heart Failure Prog.)</td>
</tr>
<tr>
<td>Endowment Fund</td>
<td>Health Affairs</td>
<td>School of Public Health (Institute on Aging)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment Fund</td>
<td>Health Affairs</td>
<td>Office of Clinical Trials</td>
</tr>
<tr>
<td>Endowment Fund</td>
<td>Health Affairs</td>
<td>School of Public Health (Biostatistics Dept, Survey Res. Unit)</td>
</tr>
<tr>
<td>Endowment Fund</td>
<td>Health Affairs</td>
<td>Cecil G. Sheps Center For Health Services Research</td>
</tr>
<tr>
<td>Endowment Fund</td>
<td>Health Affairs</td>
<td>Highway Safety Research Center</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## The University of North Carolina at Chapel Hill
### Miscellaneous Leases to the University
#### As of July 1, 2013

<table>
<thead>
<tr>
<th>Owner/Lessor</th>
<th>Lessee Division</th>
<th>Department</th>
<th>Type</th>
<th>Location</th>
<th>Lease End Date</th>
<th>Sq Ft or Acres</th>
<th>Annual Rent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Carolina Telephone and Telegraph Company</td>
<td>University Admin</td>
<td>WUNC Radio</td>
<td>Tower &amp; Roof Top</td>
<td>Dare County (See Note 1)</td>
<td>Mth-to-Mth</td>
<td>0</td>
<td>$0.00</td>
</tr>
<tr>
<td>2 Secretary of the Army</td>
<td>University Admin</td>
<td>University of North Carolina</td>
<td>Land</td>
<td>Kerr Lake (see Note 2)</td>
<td>Mth-to-Mth</td>
<td>230 acres</td>
<td>$0.00</td>
</tr>
<tr>
<td>3 Loretta Malcolm</td>
<td>Health Affairs</td>
<td>SPH, Environmental Sciences &amp; Engineering</td>
<td>Land</td>
<td>Chatham</td>
<td>Mth to Mth</td>
<td>2 acres</td>
<td>$3,025.00</td>
</tr>
<tr>
<td>4 * Chapel Hill Group Limited Partnership</td>
<td>Health Affairs</td>
<td>SOM, Dermatology</td>
<td>Apartment</td>
<td>Carrboro (See Note 3)</td>
<td>6/30/2014</td>
<td>759 sq ft</td>
<td>$7,260.00</td>
</tr>
<tr>
<td>5 GTP Acquisition Partner II, LLC</td>
<td>University Admin</td>
<td>WUNC Radio</td>
<td>Tower &amp; Roof Top</td>
<td>Edgecombe County (See Note 1)</td>
<td>12/31/2017</td>
<td>100 sq ft</td>
<td>$18,084.67</td>
</tr>
<tr>
<td>6 Chapel Hill City Board of Education</td>
<td>Health Affairs</td>
<td>Frank Porter Graham Child Development Institute</td>
<td>Land</td>
<td>Chapel Hill</td>
<td>9/17/2019</td>
<td>10.81 acres</td>
<td>$0.00</td>
</tr>
<tr>
<td>7 RDU International</td>
<td>Health Affairs</td>
<td>AHEC Facility</td>
<td>Land</td>
<td>RDU - Durham</td>
<td>7/31/2031</td>
<td>70,390</td>
<td>$8,448.00</td>
</tr>
</tbody>
</table>

* Leases executed or renewed since the last report (7/12) are denoted with an asterisk (*).

1. Tower, rooftop and associated land space to locate FM broadcast antenna and transmitter.
2. Use of space for picnics, boating, camping, swimming and nature studies or current and retired University employees, University Hospital employees and General Administration employees. Working with Secretary of the Army to secure a new lease.
3. Items 2 & 3 Lease in process

$36,817.67
<table>
<thead>
<tr>
<th>Owner/Lessor</th>
<th>Department</th>
<th>Storage Type</th>
<th>Lease End Date</th>
<th>Building Sq Ft</th>
<th>Annual Rent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Starpoint, Inc.</td>
<td>Highway Safety Research Center</td>
<td>Mini</td>
<td>Mth to Mth</td>
<td>200</td>
<td>$1,680.00</td>
</tr>
<tr>
<td>3 Yarboro &amp; Hessee Warehouses, LLC</td>
<td>Ackland Art</td>
<td>Bulk</td>
<td>7/31/2014</td>
<td>1,888</td>
<td>$8,496.00</td>
</tr>
<tr>
<td>4 * Charlotte East, LLC</td>
<td>Charlotte TEACCH Center</td>
<td>Mini</td>
<td>9/30/2014</td>
<td>472</td>
<td>$4,005.96</td>
</tr>
</tbody>
</table>

Notes:

* Leases executed or renewed since the last report (1/13) are denoted with an asterisk (*).
# Summary of Lease Dispositions

As of July 1, 2013

<table>
<thead>
<tr>
<th>Location</th>
<th>Lessee's Name</th>
<th>Sq Ft</th>
<th>Monthly Rent</th>
<th>Annual Rent</th>
<th>Lease End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I. Rental Houses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>University Lake (Lake Warden’s House)</td>
<td>OWASA</td>
<td>1,080</td>
<td>$0.00</td>
<td>$1.00</td>
</tr>
<tr>
<td>2</td>
<td>Horace Williams House</td>
<td>Preservation Chapel Hill</td>
<td>2,600</td>
<td>$0.00</td>
<td>$1.00</td>
</tr>
<tr>
<td>3</td>
<td>1506A Mason Farm Road, Chapel Hill</td>
<td>Andrew Pukal</td>
<td>2,300</td>
<td>$1,450.00</td>
<td>$17,400.00</td>
</tr>
<tr>
<td>4</td>
<td>6703 Maynard Farm Road, Chapel Hill</td>
<td>David Nichols</td>
<td>3,461</td>
<td>$1,400.00</td>
<td>$16,800.00</td>
</tr>
<tr>
<td>5</td>
<td>1450 Mason Farm Place, Chapel Hill</td>
<td>David Demers</td>
<td>3,196</td>
<td>$1,450.00</td>
<td>$17,400.00</td>
</tr>
<tr>
<td>6</td>
<td>1303 Mason Farm Road, Chapel Hill</td>
<td>Lyneise Williams</td>
<td>2,314</td>
<td>$1,550.00</td>
<td>$18,600.00</td>
</tr>
<tr>
<td>7</td>
<td>1307 Mason Farm Road, Chapel Hill</td>
<td>Eric McAfee</td>
<td>3,010</td>
<td>$1,500.00</td>
<td>$18,000.00</td>
</tr>
<tr>
<td>8</td>
<td>1404 Mason Farm Road, Chapel Hill</td>
<td>Scott &amp; Kelly Wentland</td>
<td>1,775</td>
<td>$1,450.00</td>
<td>$17,400.00</td>
</tr>
<tr>
<td>9</td>
<td>109 Chase Ave, Chapel Hill</td>
<td>Macon E. Lowman</td>
<td>2,324</td>
<td>$1,450.00</td>
<td>$17,400.00</td>
</tr>
<tr>
<td>10</td>
<td>301 Chase Avenue, Chapel Hill</td>
<td>Stephen Seiberling</td>
<td>1,940</td>
<td>$1,225.00</td>
<td>$14,700.00</td>
</tr>
<tr>
<td>11</td>
<td>1309 Homestead Road, Chapel Hill</td>
<td>Kelly Glosson</td>
<td>1,649</td>
<td>$1,500.00</td>
<td>$18,000.00</td>
</tr>
<tr>
<td>12</td>
<td>6627 Maynard Farm Road, Chapel Hill</td>
<td>Arthur Menius</td>
<td>1,846</td>
<td>$1,300.00</td>
<td>$15,600.00</td>
</tr>
<tr>
<td>13</td>
<td>1402 Mason Farm Road, Chapel Hill</td>
<td>John &amp; Corie Gallemore</td>
<td>3,200</td>
<td>$1,200.00</td>
<td>$14,400.00</td>
</tr>
<tr>
<td>14</td>
<td>107 Chase Avenue, Chapel Hill</td>
<td>Bryan Richardson</td>
<td>2,324</td>
<td>$1,500.00</td>
<td>$18,000.00</td>
</tr>
<tr>
<td>15</td>
<td>218 Wilson Street, Chapel Hill</td>
<td>Steve Dobbins</td>
<td>1,500</td>
<td>$1,300.00</td>
<td>$15,600.00</td>
</tr>
<tr>
<td>16</td>
<td>114A Chase Avenue, Chapel Hill</td>
<td>Skylar Wason &amp; Dana Falkenberg</td>
<td>1,100</td>
<td>$1,050.00</td>
<td>$12,600.00</td>
</tr>
<tr>
<td>17</td>
<td>1148 Chase Avenue, Chapel Hill</td>
<td>Daniel Moseley</td>
<td>780</td>
<td>$600.00</td>
<td>$7,200.00</td>
</tr>
<tr>
<td>18</td>
<td>1301 Mason Farm Road, Chapel Hill</td>
<td>Kristie Arkle</td>
<td>2,609</td>
<td>$1,400.00</td>
<td>$16,800.00</td>
</tr>
<tr>
<td>19</td>
<td>12276 US Highway 15-501 North, Chapel Hill</td>
<td>Marquis &amp; Anita Bright</td>
<td>1,300</td>
<td>$1,200.00</td>
<td>$14,400.00</td>
</tr>
<tr>
<td>20</td>
<td>1500 Mason Farm Road, Chapel Hill</td>
<td>Jeremy &amp; Guenieve Moulton</td>
<td>2,429</td>
<td>$1,425.00</td>
<td>$17,100.00</td>
</tr>
<tr>
<td>21</td>
<td>307 W Cameron Ave, Chapel Hill</td>
<td>Dennis Miller</td>
<td>2,936</td>
<td>$2,075.00</td>
<td>$24,900.00</td>
</tr>
<tr>
<td>22</td>
<td>620 Park Place, Chapel Hill</td>
<td>Freddie Kiger</td>
<td>1,400</td>
<td>$1,475.00</td>
<td>$17,700.00</td>
</tr>
<tr>
<td>23</td>
<td>2311 Homestead Road, Chapel Hill</td>
<td>Michael &amp; Denise Lopez</td>
<td>2,306</td>
<td>$1,500.00</td>
<td>$18,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Location</th>
<th>Lessee's Name</th>
<th>Monthly Rent</th>
<th>Annual Rent</th>
<th>Lease End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>II. Rental Buildings</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Mason Farm Road, Chapel Hill</td>
<td>Environmental Protection Agency</td>
<td>$450,810.00</td>
<td>$5,409,720.00</td>
</tr>
<tr>
<td>2</td>
<td>Carolina Inn, Chapel Hill NC</td>
<td>BOT of the Endowment Fund</td>
<td>$0.00</td>
<td>$1.00</td>
</tr>
</tbody>
</table>

**Total**

<table>
<thead>
<tr>
<th>Location</th>
<th>Lessee's Name</th>
<th>Monthly Rent</th>
<th>Annual Rent</th>
<th>Lease End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$29,000.00</td>
<td>$348,002.00</td>
<td></td>
</tr>
</tbody>
</table>

**Notes**

Items 1, 2, 3 working on new leases
### III. Land Leases

<table>
<thead>
<tr>
<th>Location</th>
<th>Lessee's Name</th>
<th>Land Acreage</th>
<th>Annual Rent</th>
<th>Lease End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapel Hill-Carrboro Bikeway</td>
<td>Town of Carrboro</td>
<td>0.70</td>
<td>$1.00</td>
<td>mth-mth</td>
</tr>
<tr>
<td>University Lake</td>
<td>Orange Water and Sewer Authority</td>
<td>9.30</td>
<td>$0.00</td>
<td>8/8/2016</td>
</tr>
<tr>
<td>Park &amp; Ride Lot near University Lake, Carrboro</td>
<td>Town of Chapel Hill</td>
<td>7.00</td>
<td>$1.00</td>
<td>5/19/2019</td>
</tr>
<tr>
<td>Old Mason Farm Road</td>
<td>Family House at UNC Hospitals</td>
<td>5.83</td>
<td>$1.00</td>
<td>5/31/2031</td>
</tr>
<tr>
<td>Smith Middle School Playing Fields</td>
<td>Orange Co., NC</td>
<td>16.60</td>
<td>$0.00</td>
<td>7/13/2031</td>
</tr>
<tr>
<td>UNC-CH campus -George Watts Hill Alumni Center</td>
<td>General Alumni Association</td>
<td>4.10</td>
<td>$1.00</td>
<td>10/1/2034</td>
</tr>
<tr>
<td>101 Old Mason Farm Road</td>
<td>Ronald McDonald House of Chapel Hill</td>
<td>2.04</td>
<td>$1.00</td>
<td>10/31/2035</td>
</tr>
<tr>
<td>208 Finley Golf Course Rd</td>
<td>Beta XI Chapter, Kappa Psi Pharmaceutical Frat.</td>
<td>1.38</td>
<td>$0.00</td>
<td>8/5/2068</td>
</tr>
<tr>
<td>Barbee Chapel Rd</td>
<td>UNC Faculty Staff Recreation Association, Inc.</td>
<td>28.00</td>
<td>$0.00</td>
<td>7/7/2075</td>
</tr>
<tr>
<td>222 Finley Golf Course Rd.</td>
<td>North Carolina High School Athletic Association</td>
<td>1.45</td>
<td>$1.00</td>
<td>5/13/2088</td>
</tr>
<tr>
<td>1411 Homestead Road, Chapel Hill</td>
<td>Town of Carrboro</td>
<td>1.68</td>
<td>$1.00</td>
<td>11/30/2105</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>78.08</strong></td>
<td><strong>$7.00</strong></td>
<td></td>
</tr>
</tbody>
</table>

### IV. Miscellaneous Leases

<table>
<thead>
<tr>
<th>Location</th>
<th>Lessee's Name</th>
<th>Land Acreage</th>
<th>Annual Rent</th>
<th>Lease End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Horace Williams Airport (South of Runway 27)</td>
<td>US Dept. of Trans., Federal Aviation Admin.</td>
<td>N/A</td>
<td>$0.00</td>
<td>9/30/2015</td>
</tr>
</tbody>
</table>
INTRODUCTION: Pursuant to Section V.12 of the University’s Policy on Non-Salary and Deferred Compensation for Faculty and EPA Non-Faculty Employees, approved by the Board of Trustees (BOT) in June 2013, the Chancellor seeks approval of an Incentive Compensation Plan for the University position of Vice Chancellor for Development.

BACKGROUND: The market for experienced development and fundraising professionals within the higher education community is extremely competitive. Recruiting talent is especially challenging for Research I institutions with the scope and scale of fundraising operations as exists at UNC-Chapel Hill. The University is presently engaged in a national search for a new Vice Chancellor for Development, who serves as the institution’s Chief Development Officer and reports directly to the Chancellor. This position is critical to the establishment and execution of a strategic fundraising program for the University, and is especially important at a time when a major new campaign is soon to launch, and other major sources of University revenue (e.g., State appropriations, federal contracts) continue to be at risk.

It is essential that the Chancellor be positioned to offer a competitive total compensation package to the successful candidate that includes base salary (not to exceed the UNC General Administration salary maximum for the position, currently $395,874), along with the opportunity to receive additional annual non-base incentive compensation. This proposed Incentive Compensation Plan is a necessary and important recruitment and retention tool to attract the highest order development and fundraising talent to this critical senior officer position.

INCENTIVE COMPENSATION PLAN: Under this Plan, the Chancellor is authorized to provide annual non-base incentive compensation to the Vice Chancellor for Development, not to exceed twenty-five percent (25%) of the base salary in effect on July 1 (or the date of hire, if after July 1) of the fiscal year for which performance is being rewarded. Any non-base incentive compensation payment will be based on demonstrated performance, subject to the achievement of specific performance goals as determined by the Chancellor. The payment will be awarded annually in August of each year, unless the Chancellor, at his/her discretion, determines otherwise. The Chancellor is required to annually report to the Board of Trustees the amount of incentive compensation awarded under this plan, as well as the specific performance criteria on which the non-base compensation is based.

RECOMMENDED ACTION

It is recommended that the Board of Trustees approve the Incentive Compensation Plan authorizing the Chancellor to award annual non-base incentive compensation to the Vice Chancellor for Development in accordance with the above guidelines.
July 15, 2013

Members of the Board of Trustees
The University of North Carolina at Chapel Hill

Dear Members of the Board:

I am transmitting to you herewith personnel matters in the following categories:

For Action – Personnel Actions
For Action – Actions Conferring Tenure
For Action – Compensation Actions
For Information

Appendix A
Appendix A
Appendix B
Appendix C

Sincerely,

Carol Folt

Attachments
INTRODUCTION: The Kenan-Flagler Business School (KFBS) seeks approval of an educational assistance program for selected EPA Non-Faculty Staff employees within the School who demonstrate outstanding job performance and demonstrate significant future leadership potential. This program reimburses tuition for a masters-level degree program offered by the School with the intention of attracting and/or retaining staff who demonstrate the potential to assume increasingly responsible leadership roles within KFBS, and to make substantial contributions to the School’s mission. The offering of this benefit is highly selective and has been provided to only four highly deserving staff members over the past five (5) years. This program is being submitted for Board of Trustees (BOT) approval to ensure its continued availability in compliance with recent revisions to the University’s Policy on Non-Salary and Deferred Compensation for Faculty and EPA Non-Faculty Employees, which were effective on June 1, 2013. Specifically, Section V.13. of this Policy requires BOT approval for employer-provided benefits in excess of current IRS limits for qualified educational assistance, which as of calendar year 2013 is $5,250. Above this level, educational benefits are treated as taxable income to the employee and therefore subject to BOT approval as non-salary compensation under the aforementioned Policy.

BACKGROUND: KFBS competes for high quality non-faculty employee talent both with the private sector as well as with peer institutions, some of which offer generous employee educational assistance or tuition waiver benefits. The University’s basic tuition assistance program would pay only a fraction of the tuition expense for participation in one of the School’s master’s level degree programs. The KFBS educational assistance program is intended to provide a mechanism by which the School has the option to offer highly deserving non-faculty staff members with the opportunity to attain a KFBS master’s degree at a minimum of cost. This benefit would operate under the following guidelines:

1. The benefit would be in the form of a tuition waiver in the amount of $20,000 for any two (2) year KFBS traditional master’s degree program (e.g., MAC, MBA) or reimbursement of full tuition cost for participation in any KFBS executive degree program such as the Executive MBA (EMBA) or MBA@UNC. The current total tuition cost for the EMBA program and the MBA@UNC program is $93,500.

2. Employees must be nominated for this benefit by their KFBS manager and this nomination must be considered and approved by a standing Selection Committee composed of the Dean, the Associate Dean for Academic Affairs, and the Associate Dean for Business and Operations.

3. An employee is eligible to receive this benefit only if their nomination demonstrates high leadership potential, consistently outstanding performance in their KFBS position, and the ability to substantially influence or directly impact the accomplishment of KFBS academic and/or business objectives. Approval for this benefit may only be granted with the unanimous approval of the Selection Committee.

4. Eligibility requires full-time employment at KFBS for a period of no less than one (1) year and at least fifty-percent (50%) of the employee’s effort must be devoted to KFBS in the case of employees who may have work assignments that also involve other Schools or Divisions of the University.

5. This benefit may not be supported with State appropriated funds; KFBS must reimburse any
waived tuition with non-State appropriated funds.

6. KFBS may not approve new participation in this benefit by more than two (2) staff members in any single fiscal year; any exceptions to this limit must receive the approval of the Chancellor.

7. The employee must agree to personally fund (or obtain a personal or student loan that funds) covered tuition and be reimbursed for this tuition by KFBS on a semi-annual basis over a four-year period, even though completion of the degree program itself is typically of a shorter duration.

8. The payment of any reimbursements under this program shall immediately cease upon the employee or the University terminating their appointment with KFBS, for any reason. In the event the employee is terminated solely for loss of funds, the Dean shall have the option to continue this benefit through the end of the calendar year in which the individual's employment with KFBS terminated.

9. The employee is solely responsible for any personal tax liability as a result of this benefit.

10. Ongoing payment of this benefit is subject to any changes in University or State Policy that govern non-salary compensation of this nature, and this specific provision must be communicated in writing to any employee receiving this benefit and acknowledged by their signature.

Any employee proposed by KFBS for this benefit must receive pre-approval from the Senior Director, Benefits and Work/Life Programs in the University's Office of Human Resources (OHR) in accord with the University’s procedures for employee educational assistance. The documentation provided to OHR must demonstrate satisfaction of the criteria established under this plan and also disclose personal relationships, if any, between the subject employee and any current KFBS faculty or staff member to ensure compliance with University nepotism policies.

**RECOMMENDED ACTION**

Authorize the Dean of KFBS to provide non-salary compensation in the form of a supplementary educational assistance benefit to selected employees of the School, in accordance with the specific program provisions described herein and Section V.13. of the University's Policy on Non-Salary and Deferred Compensation for Faculty and EPA Non-Faculty Employees.
### Personnel Actions

#### New Appointments without Tenure

<table>
<thead>
<tr>
<th>No.</th>
<th>College/Division</th>
<th>Name</th>
<th>Dept./School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Health Affairs</td>
<td>Jesse Goldstein</td>
<td>Surgery</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>8/15/2013</td>
<td>$230,000</td>
</tr>
<tr>
<td>2</td>
<td>Academic Affairs</td>
<td>Mohammad Hosein Jarrahi</td>
<td>SILS</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$77,000</td>
</tr>
<tr>
<td>3</td>
<td>Health Affairs</td>
<td>Brian Pence</td>
<td>Epidemiology</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>6/15/2013</td>
<td>$125,000</td>
</tr>
</tbody>
</table>

Addition of Joint Appointment Conferring Tenure Track

<table>
<thead>
<tr>
<th>No</th>
<th>College/Division</th>
<th>Name</th>
<th>Dept./School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Promotion to Full Professor

<table>
<thead>
<tr>
<th>No</th>
<th>College/Division</th>
<th>Name</th>
<th>Dept./School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Reappointments to the same Rank

#### Designation/Reappointments to Departmental Chair

<table>
<thead>
<tr>
<th>No</th>
<th>College/Division</th>
<th>Name</th>
<th>Dept./School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Academic Affairs</td>
<td>Howard Aldrich</td>
<td>Sociology</td>
<td>Professor, Chair</td>
<td>Professor, Chair</td>
<td>7/1/2013</td>
<td>$201,765</td>
</tr>
</tbody>
</table>

Designation/Reappointments to Distinguished Professorship

<table>
<thead>
<tr>
<th>No</th>
<th>College/Division</th>
<th>Name</th>
<th>Dept./School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Health Affairs</td>
<td>Robert Buckmire</td>
<td>Otolaryngology/ Head and Neck Surgery</td>
<td>Clinical Professor</td>
<td>March Floyd Riddle Distinguished Research</td>
<td>8/1/2013</td>
<td>$275,760</td>
</tr>
<tr>
<td>2</td>
<td>Academic Affairs</td>
<td>Richard Myers</td>
<td>School of Law</td>
<td>George R. Ward Term Associate</td>
<td>Henry Brans Distinguished Professor of Law</td>
<td>7/1/2013</td>
<td>$134,346</td>
</tr>
<tr>
<td>3</td>
<td>Health Affairs</td>
<td>David Ollila</td>
<td>Surgery</td>
<td>Professor</td>
<td>James and Jess Millis Distinguished Professor of Law</td>
<td>8/1/2013</td>
<td>$375,000</td>
</tr>
<tr>
<td>4</td>
<td>Academic Affairs</td>
<td>Saule Omarova</td>
<td>School of Law</td>
<td>Associate Professor (7/1/2013)</td>
<td>George R. Ward Distinguished Professor of Law</td>
<td>7/1/2013</td>
<td>$117,344</td>
</tr>
<tr>
<td>5</td>
<td>Academic Affairs</td>
<td>Richard Saver</td>
<td>School of Law</td>
<td>Professor</td>
<td>Archer T. Allen Distinguished Professor of Law</td>
<td>7/1/2013</td>
<td>$150,240</td>
</tr>
</tbody>
</table>

### Actions Conferring Tenure

#### Promotion Conferring Tenure

<table>
<thead>
<tr>
<th>No</th>
<th>College/Division</th>
<th>Name</th>
<th>Dept./School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Academic Affairs</td>
<td>Jan-Michael Frahm</td>
<td>Computer Science</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>1/1/2014</td>
<td>$111,000</td>
</tr>
<tr>
<td>2</td>
<td>Academic Affairs</td>
<td>Pamela Lothspeich</td>
<td>Asian Studies</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>1/1/2014</td>
<td>$65,780</td>
</tr>
<tr>
<td>No.</td>
<td>College/Division</td>
<td>Name</td>
<td>Dept./School</td>
<td>Current Rank</td>
<td>New Rank</td>
<td>Effective Date</td>
<td>Salary</td>
</tr>
<tr>
<td>-----</td>
<td>-----------------</td>
<td>---------------------</td>
<td>------------------------</td>
<td>-----------------</td>
<td>-----------------</td>
<td>----------------</td>
<td>--------------</td>
</tr>
<tr>
<td>3</td>
<td>Academic Affairs</td>
<td>Mai Thi Nguyen</td>
<td>City &amp; Regional Planning</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>1/1/2014</td>
<td>$76,406</td>
</tr>
<tr>
<td>4</td>
<td>Academic Affairs</td>
<td>Marc Niethammer</td>
<td>Computer Science</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>1/1/2014</td>
<td>$123,800</td>
</tr>
<tr>
<td>5</td>
<td>Academic Affairs</td>
<td>Lara Wagner</td>
<td>Geological Sciences</td>
<td>Associate Professor</td>
<td>Associate Professor</td>
<td>1/1/2014</td>
<td>$70,613</td>
</tr>
</tbody>
</table>

**New Appointments Conferring Tenure**

<table>
<thead>
<tr>
<th>No.</th>
<th>College/Division</th>
<th>Name</th>
<th>Dept./School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Academic Affairs</td>
<td>Sharon Holland</td>
<td>American Studies</td>
<td>N/A</td>
<td>Professor</td>
<td>1/1/2014</td>
<td>$135,000</td>
</tr>
<tr>
<td>2</td>
<td>Academic Affairs</td>
<td>Kimberly Nelson</td>
<td>School of Government</td>
<td>N/A</td>
<td>Associate Professor</td>
<td>8/1/2013</td>
<td>$106,000</td>
</tr>
<tr>
<td>3</td>
<td>Health Affairs</td>
<td>Paula Song</td>
<td>Health Policy &amp; Management</td>
<td>N/A</td>
<td>Associate Professor</td>
<td>1/1/2014</td>
<td>$145,000</td>
</tr>
<tr>
<td>4</td>
<td>Health Affairs</td>
<td>Jeffrey Stringer</td>
<td>Obstetrics &amp; Gynecology</td>
<td>Visiting Professor</td>
<td>Professor</td>
<td>8/1/2013</td>
<td>$355,000</td>
</tr>
</tbody>
</table>

**Addition of Joint Appointment Conferring Tenure**

<table>
<thead>
<tr>
<th>No.</th>
<th>College/Division</th>
<th>Name</th>
<th>Dept./School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Academic Affairs</td>
<td>Paul Lanier</td>
<td>School of Social Work</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$73,500 (noted as $73,000 on May agenda)</td>
</tr>
<tr>
<td>2</td>
<td>Health Affairs</td>
<td>Amanda Nelson</td>
<td>Medicine (noted as Surgery on May agenda)</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$115,000</td>
</tr>
<tr>
<td>3</td>
<td>Academic Affairs</td>
<td>Kathryn Reissner</td>
<td>Psychology</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$80,000 (noted as $73,500 on May agenda)</td>
</tr>
<tr>
<td>4</td>
<td>Health Affairs</td>
<td>Jing Wu</td>
<td>Neurosurgery</td>
<td>N/A</td>
<td>Assistant Professor</td>
<td>7/1/2013</td>
<td>$164,800 (noted as $164,000 on May agenda)</td>
</tr>
<tr>
<td>5</td>
<td>Academic Affairs</td>
<td>Frank Conlon</td>
<td>Biology</td>
<td>Associate Professor</td>
<td>Professor</td>
<td>7/1/2013</td>
<td>$130,000 (noted as $132,000 on May agenda)</td>
</tr>
<tr>
<td>6</td>
<td>Health Affairs</td>
<td>William Carpenter</td>
<td>Health Policy &amp; Management</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>7/1/2013</td>
<td>$106,260 (noted as $121,260 on May agenda)</td>
</tr>
<tr>
<td>7</td>
<td>Health Affairs</td>
<td>Samuel McLean</td>
<td>Anesthesiology</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>7/1/2013</td>
<td>$186,819 (noted as $252,377 on May agenda)</td>
</tr>
</tbody>
</table>
No. College/Division Name Department/School Rank Reason Requested Increase Amount Percent of Increase Current Salary New Salary Effective Date

1 Health Affairs Nancy Allbritton Biomedical Engineering Chair, Distinguished Professor Retention $23,690 10.00% $279,400 $303,090 7/1/2013

2 Health Affairs Sylvana Barros School of Dentistry Associate Professor (7/1/2013) Promotion $32,025 36.93% $86,725 $118,750 7/1/2013

3 Academic Affairs Natasha Bowen School of Social Work Professor (7/1/2013) Promotion $23,000 26.44% $86,976 $109,976 8/15/2013

4 Health Affairs Rebecca Fry Environmental Sciences & Engineering Associate Professor (7/1/2013) Promotion $10,000 11.11% $90,000 $100,000 8/10/2013

5 Health Affairs Richard Goldberg Biomedical Engineering Research Associate Professor Retention $14,055 14.23% $98,737 $112,792 7/1/2013

6 Academic Affairs Paul Smokowski School of Social Work Research Professor (8/16/2013) Non State Funds: Will continue to serve as PI on UNC-CH federal project, starting employment at other institution with salary increase. $26,349 24.25% $108,651 $135,000 9/1/2013

Total Monetary Value of Non-Salary Compensation: $26,349
Duration of Non-Salary Compensation: 9/1/2013

Non-Salary Compensation Actions

No. College/Division Name Department/School Rank Reason Total Monetary Value of Non-Salary Compensation Duration of Non-Salary Compensation Effective Date End Date

0 N/A N/A N/A N/A N/A N/A N/A N/A
<table>
<thead>
<tr>
<th>No.</th>
<th>College/Division</th>
<th>Name</th>
<th>Department/School</th>
<th>Rank</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

For Information