

The Board of Trustees of The University of North Carolina at Chapel Hill met in regular session in the Chancellor's Ballroom of The Carolina Inn on January 26, 1996. Chairman Armfield called the meeting to order at 8:30 a.m. He extended a special welcome to Helen Marvin and Sam Poole, who were visiting from the Board of Governors.

### Roll Call

Members present: William J. Armfield, IV, Chairman  
William R. Jordan, Vice Chairman  
Anne W. Cates, Secretary  
Angela R. Bryant  
Calvin J. Cunningham, III  
David E. Pardue, Jr.  
Charles A. Sanders  
Richard Y. Stevens  
Cressie H. Thigpen, Jr.  
David J. Whichard, II  
Annette Fairless Wood

Members absent: Walter R. Davis  
James E. S. Hynes

### Chairman's Report

Chairman Armfield began his remarks by commenting about the exciting things that are happening at the University. He commented on the dinner with the Chapel Hill and Carrboro Town Councils. He said an issue that continues to concern everyone is the use of alcohol and the ability to control it on campus. It continues to detract from the really great things done on campus. The intellectual environment on campus is truly outstanding and the administration, the faculty, and the students are all working hard to deal effectively with this problem.

### Chancellor's Report

Chancellor Hooker began his remarks by referencing the Kenan Professorships and the University's resolve to recruit a number of Kenan Professors who will be distinguished teachers, as well as distinguished scholars. He said it was the original intent that the students should be the beneficiaries of the Kenan faculty appointments, not only because we were bringing great scholars to

the University, but also because we were bringing great teachers to the University. Therefore, we are going to launch a search process with a search committee which will work with the provost to identify the very best scholars in the country who can fulfill the criteria for appointment, not only as Kenan Professors, but who also are absolutely outstanding teachers. The chancellor stated that he and the provost have been working with the deans to devise any number of mechanisms for recognizing distinguished teaching and will continue to do that and a lot will be heard about it during the coming years.

He reported on the annual meeting of the NCAA. The last step toward reforming the structure and the procedures of the NCAA was taken and at this meeting the NCAA voted to reform radically the organizational governance structure of the NCAA. Heretofore, it had been a popular democracy with each institutional member having one vote and business was conducted in one annual meeting where all of the resolutions proposed were presented and debated. The NCAA has now changed its governance structure. Starting a year from now, it will be governed by a board of directors consisting of sixteen CEOs (university chancellors and presidents). It should be seen that this is not the end of the reform movement of the NCAA, but this is the beginning of the reform movement. He said that this board of directors, over the years to come, will tighten its control on intercollegiate athletics. This is a role that universities have not learned to accommodate and the wisdom of a small, deliberative body meeting frequently, such as a board of directors, is needed to assist in managing the relationship to this new role in society. He said that he is heartened by the changes that have taken place at the NCAA and applauded President Friday and President Hearn for their role in bringing it about.

He then mentioned a couple of less happy notes. The first was that this is the anniversary of the tragic incident on Henderson Street, and he wished to recognize it by extending his sympathy, and those of the institution, again to the families of Kevin Reichart and Ralph Walker and to everybody else affected by the tragedy.

The second was to add to Chairman Armfield's remarks concerning the intellectual climate. Since his arrival seven months ago, he has fretted about the problem of drinking on campus. He said that he has talked with a very large number of students, faculty, and former students to try to get his arms around just the understanding of the problem. He said that he thinks that today's generation of students engages in excessive drinking sometimes as stress management, or stress reduction, behavior. It is unfortunate that this generation feels such stress and it's unfortunate that the only way they can respond to the stress is through what is sometimes called "binge drinking". He said he thinks that binge drinking may put more of a negative cast on it than he would care to, but when he came to Carolina a college degree was a guaranteed meal ticket for life. It was the guarantee that one would have a good job throughout life. Today, a college degree, more often than not, is not a guarantee of a good job--it's a hunting license for a job. The students at the University are acutely aware of that--that they're in a very competitive environment, that their having a standard of living comparable to that of their parents is not guaranteed in today's economy and economic uncertainty looms even greater on the horizon than it is presently. Therefore, this is a generation under stress. He said it is the best student body the University has ever had in terms of quality. The issue of the intellectual climate is not an issue of our facing anti-intellectualism or a group of students who are not bright. They are exceptionally bright. In fact, they work too hard. It is the hard work that leads to the stress that leads to the drinking. He said that he has talked a lot with members of the Executive Committee of the Faculty Council about what can be done to change the atmosphere on campus so that some alternatives to drinking are provided as a way of relieving stress. For lack of any better approach, the chancellor looked at his own experience at what he did to relieve stress when he was a student and that was to participate in the intellectual climate of the campus. Almost every afternoon he went over for a little study break to Graham Memorial and read the New Yorker magazine, or the Carolina Quarterly, or

literary magazines that were on the shelves. He went two or three times a week to the Ackland Museum and looked at the paintings over and over again. He went to the Carolina PlayMakers, to every lecture that was on campus from somebody from the outside when he could create time to do so. He said that he structured all of these activities in among his studies. It was, he understands now, a stress reduction mechanism though he did not conceive of it at the time. At the time, he thought he was educating himself. While he was educating himself, he was also reducing the stress associated with hard work. He has talked with the Executive Committee of the Faculty Council, the provost, the vice chancellors, and the deans about encouraging this kind of partaking of the intellectual resources of the University by our undergraduate students and is sorry to say that it is not done today to the extent that it was when he was a student here. He recalled when Tom Wolfe had just published his first book when he came to Carolina as part of a Carolina Symposium and gave a lecture in Memorial Hall to a standing room only crowd. Tom Wolfe was on campus in the fall and one probably could have counted on two hands the number of students who were in the audience; and yet he's a far more distinguished, famous, and well published author now than he was after he had written his first book. He should have had an even larger audience this fall than what he had when the chancellor was an undergraduate, but he didn't. The chancellor said that we need to find a way to encourage students to sample the intellectual atmosphere on campus in ways that for some reason today they are not doing and to give them this alternative mechanism for stress reduction. He said he thinks of this especially because he is told by many students that now, whereas when he was a student drinking was something that was done on Saturday night, it is done on Tuesday night, Thursday night, and Saturday night. That it is done during the class week is disheartening to the chancellor, especially because we have such a group of bright and hardworking students and his heart aches to see this as their means of stress reduction. He told Chairman Armfield that this is something that the Faculty Council, the chancellor, the

provost, the deans, and the vice chancellors will be working on until they crack the problem.

### Minutes

Mr. Sanders moved approval of the minutes of the regular meeting of the Board on November 17, 1995. Ms. Bryant seconded the motion and it carried unanimously.

### ACC Governing Board Certification

Ms. Susan Ehringhaus, Assistant to the Chancellor and Senior University Counsel, stated that the ACC requires that the Board of any member institution certify on an annual basis that they have delegated the authority and the responsibility for the athletic program to the chancellor. She referred to a resolution indicating that each Trustee is certifying and affirming that the chancellor has the responsibility for the administration of the athletic program and that he has the Trustees' support in conducting that program in a manner characterized by and in compliance with NCAA, ACC, and University regulations. The resolution indicated that the chancellor determines, after consultation with the faculty and the director of athletics, how the institution casts its votes on matters of policies which come up before the NCAA and the ACC.

Ms. Bryant moved that the Trustees accept the resolution as presented. Mr. Whichard seconded the motion and it carried unanimously.

(Attachment A)

### Student Body President's Report

Mr. Cunningham referred to The "State of the Student Body" Report. He said that the report was representative of a journey that he and several other students started on about thirteen months ago emphasizing things including the quality of the institution and their academic experience here, the quality of student services, and the technological expansion for the students on campus. The report reevaluates some of the goals that were set out to be done over a

year ago and evaluates how far they have come since that time. He mentioned some things that weren't on the radar screen twelve months ago, but have become salient issues and how they have chosen to deal with them. He reported on the Food Services Task Force and stated that about a week ago the task force wrapped up its recommendations and devised a plan that he feels will take care of the quality of the food services on campus for some time. He said that food services has a long history and students haven't been happy with it for over 25 years. He said that the student body will review the recommendations of the report, vote on them in February, and hopefully the recommendations will be brought to the Board by the meeting in March 1996. He felt that the recommendations were solid and that the changes are fundamental with a projected cost, per student, increase in student fees of 31 cents per semester.

Chairman Armfield thanked Mr. Cunningham for his time and energy not only as related to the report but also the things he has done to represent the students, and also for being a good Board member. He said that encouragement to the Daily Tar Heel to try to put a more positive spin on the nature of the Board is needed and is something that perhaps Mr. Cunningham can do it more effectively than his colleagues on the Board. This is important because it's a disservice to the University for its own student newspaper to look for the dark side as opposed to looking to things that are done well.

#### **FINANCE AND BUSINESS COMMITTEE**

Ms. Wood presented the following items previously approved by the Committee:

##### **Student Fees for 1996-97 Academic Year**

Dr. Elson S. Floyd, Vice Chancellor and Chief of Staff, gave a presentation regarding the student fees for 1996-97.

Chancellor Hooker was asked what the likelihood was of next year, or in the next two years, of coming back and asking for an additional increase based on the need for technology. He responded that it was 100% and stated that the University is as far behind in adopting and adapting technologies as any major university campus

in the country, and commented further regarding the reasons for this and the steps that can be taken to correct this problem.

Mr. Stevens moved for acceptance of the 1996-97 student fees. Mr. Pardue seconded the motion. Mr. Cunningham opposed. The motion carried.

**(Attachment B)**

**Meadowmont as the Site Selection for the Executive Education Center**

Dean Paul Fulton of the Kenan-Flagler Business School commented briefly on the Center and the selection of Meadowmont as the site for the Center.

Ms. Wood moved for approval to recommend to the Board of Trustees of the Endowment Fund of the University of North Carolina at Chapel Hill that Meadowmont be designated as the site for the Executive Education Center at Meadowmont for the Kenan-Flagler Business School. Ms. Cates seconded the motion and it carried unanimously.

**(Attachment C)**

**Selection of Pearce, Brinkley, Cease and Lee, P.A. as Architects for Design of Renovations and Additions to Graham and Aycock Residence Halls**

Ms. Wood called on Mr. Gordon Rutherford, Director of Facilities Planning and Design, to brief the Board concerning the Graham and Aycock Residence Halls renovations.

Ms. Wood moved for approval of the selection of Pearce, Brinkley, Cease and Lee, P.A. as Architects for Design of Renovations and Additions to Graham and Aycock Residence Halls. Mr. Stevens seconded the motion and it carried unanimously.

**(Attachment D)**

**Blanket Leases for 720, 725 and 730 Airport Road**

Ms. Wood moved that the Board approve the leasing of all office and related space in the buildings located at 720, 725, and 730 Airport Road for \$14.69 per net usable square foot on a five-year lease (with maximum rent escalation of four percent in years four

and five based on the Consumer Price Index. Mr. Whichard seconded the motion and it carried unanimously.

(Attachment E)

**Ratification of Mail Ballot**

Ms. Wood moved for approval of the ratification of the mail ballot dated December 15, 1995, regarding academic enhancement funds. Mr. Cunningham seconded the motion and it carried unanimously.

(Attachment F)

**Resolution Regarding Financing of the Executive Education Center**

Mr. Wayne Jones, Vice Chancellor of Business and Finance, addressed the Board concerning the financing of the Executive Education Center.

Ms. Wood moved to approve the resolution for financing the Executive Education Center. Ms. Cates seconded the motion and it carried unanimously.

(Attachment G)

**Development**

Associate Vice Chancellor Matt Kupec presented facts and figures regarding the level of activity and current contributions in the Development Office. He drew particular attention to the 1995 State Employees Combined Campaign (SECC) for state, local and national charities stating that it had raised \$528,156--106% of the \$500,000 goal. A copy of the report is on file in the Office of the Assistant Secretary.

**ACADEMIC AFFAIRS/PERSONNEL COMMITTEE AND STUDENT AFFAIRS COMMITTEE**

**Board of Visitors Task Force on Admissions**

Ms. Bryant reported that Mr. Carl Ragsdale, Chairman of the Board of Visitors Admissions Task Force, stated that the purpose of the Task Force was to provide advice on undergraduate admissions. There were two major concerns of the Task Force: (1) looking at ways to increase out-of-state tuition as a way to increase revenue, with the hope that we could use the revenue in some specific

manner such as scholarships, etc., which is questionable under the present State system; and (2) looking at ways to increase the number of out-of-state admissions, particularly by looking at how to exclude scholarship athletes and Morehead Scholars from the 18% cap since they don't in fact require State funds in terms of the purpose of the formula cap, which would then allow us to generate additional revenue from out-of-state students who pay an increased tuition. She said that Mr. Ragsdale was also interested in the role of the Task Force and the Board's support of it. It was agreed that the Task Force should continue in existence as a part of the Board of Visitors and provide advice to both the Board of Trustees and the administration on undergraduate admissions.

She also mentioned that Dr. Elson Floyd had advised that there was an enrollment management group created among the staff at the highest levels to look at enrollment management issues and that they could also provide advice to the Task Force.

#### Admissions Update

Ms. Bryant stated that Mr. James Walters, Director of Undergraduate Admissions, gave a very informative update, basically to advise that applications were up 9.5%, which means that there will be about 17,000 applications for 3,250 slots, thus creating a very competitive situation. She also said that the good news is that the academic caliber of the student body will be steadily increasing. The difficulty is that there will be a significant number of people who will be unhappy due to the fact that they will be looking forward to being admitted. The Board, in their role as ambassadors of the University, will need to be informed of the process to be able to explain to constituents, relatives, and friends why their candidates were not admitted. She said that the caliber of the student body is better than it has ever been, thus dispelling any notion that somehow any issue of the University's academic climate has to do with the quality of the students being admitted. The SAT average score is at 1142, which is up 90 points from where it was ten years ago; 73% of the students are in the top 10% of their classes, indicating there is no lessening of quality, in fact, it is increasing. The major barrier is

the lack of merit-based scholarships for students. We are far below our competition in having money for that purpose. That is something the University needs to look at.

**Graduate Student Issues and Concerns**

The committees heard from Graduate Student Kim Miller regarding graduate student issues and concerns. Ms. Miller emphasized several issues such as the need for increased tuition remissions, graduate health insurance, and competitive stipends for graduate students. Ms. Bryant stated that this is an even more significant issue as we continue to raise tuition and fees, and also to look at what support they get for the important work they do to help their educational experience be of the best quality. She said that Ms. Miller raised a very interesting issue regarding the need for guidelines and feedback in the evaluation of teaching assistants so that there is some accountability for their work on an ongoing basis. Ms. Bryant stated that she thinks this is very important and the committee agreed to continue to look at graduate student issues by having Dr. Tom Meyer, Vice Chancellor for Graduate Studies and Research, continue the discussion at the next committee meeting by providing his perspective on these issues as well as the history surrounding them, so the Board will continue to look at that, as well as supporting some of these issues that are already on the legislative agenda for the short session.

**Motion to go into Closed Session**

Ms. Cates moved that the Board go into closed session to prevent the disclosure of privileged information under 126.22 and following of the North Carolina General Statutes or regulations to consult with our attorney to protect the attorney-client privilege; to consider and give instructions concerning a potential or actual claim, administrative procedure, or judicial action; to establish or instruct the staff or agent concerning the negotiation of the amount of compensation or other terms of an employment contract; to consider the qualifications, competence, performance, conditions or appointment of a public officer or employee or prospective public

officer or employee. Mr. Stevens seconded the motion and it carried unanimously.

**Closed Session**

**ACADEMIC AFFAIRS/PERSONNEL COMMITTEE AND STUDENT AFFAIRS COMMITTEE**

**Personnel Matters for Information**

Ms. Bryant presented personnel matters for information not requiring action by the Board.

(Attachment H)

**Personnel Matters for Consultation**

Ms. Bryant moved approval to authorize the Chancellor to forward to the President and the Board of Governors, the personnel report and recommendations presented for consultation. The motion was seconded by Mr. Whichard and it carried unanimously.

(Attachment I)

**Personnel Matters for Action (Academic Affairs)**

Ms. Bryant presented the following personnel changes in Academic Affairs for discussion: Reappointments.

(Attachment J)

**Personnel Matters for Action (Health Affairs)**

Ms. Bryant presented the following personnel changes in Health Affairs for discussion: Appointments, Reappointments, and a Correction.

(Attachment K)

**Recommendations for Exceptions to Employment Policies  
Annual Leave Provisions**

Ms. Bryant presented the exception from the EPA Non-Faculty Leave Provisions.

(Attachment L)

**Petition for the Candidacy for the Orange County Board of Commissioners**

Ms. Susan Ehringhaus, Assistant to the Chancellor and Senior University Counsel, explained this item to the Board.

Ms. Bryant moved for approval of the petition of Donald Willhoit for his candidacy for the Orange County Board of

**Commissioners. Mr. Whichard seconded the motion and it carried unanimously.**

**(Attachment M)**

**Development**

**Mr. Kupec presented a report of the Naming Committee. Ms. Cates moved approval of the report as presented. Mr. Stevens seconded the motion and it carried unanimously. A copy of the report is on file in the Office of the Assistant Secretary.**

**Legal Advice and Update**

**Ms. Ehringhaus advised the Board on the Office of Technology and Development's compliance with applicable NIH regulations and on possible NIH audits.**

**She also advised the Board on the Business School student who was arrested and charged with murder.**

**She advised that, with respect to her assessment relating to the Williamson tragedy, she would like to consult between now and the March 22 Board meeting with Chairman Armfield and those members of the Board he might appoint regarding the findings of the assessment.**

**At this time, Chairman Armfield dismissed everyone except members of the Board and Chancellor Hooker to discuss personnel matters.**

**Ms. Cates moved to reconvene in open session. Mr. Whichard seconded the motion.**

**Open Session**

**Academic Affairs and Personnel Committee**

**Ms. Bryant moved approval of personnel changes in Academic Affairs. Dr. Jordan seconded the motion and it carried unanimously.**

**(Attachment J)**

**Ms. Bryant moved approval of personnel changes in Health Affairs. Dr. Jordan seconded the motion and it carried unanimously.**

**(Attachment K)**

Ms. Bryant moved approval of Exceptions to Employment Policies Annual Leave Provisions. Dr. Jordan seconded the motion and it carried unanimously.

(Attachment L)

Petition for the Candidacy for the Orange County Board of Commissioners

Ms. Bryant moved for approval of the petition of Donald Willhoit for his candidacy for the Orange County Board of Commissioners. Mr. Whichard seconded the motion and it carried unanimously.

(Attachment M)

Proposed Procedures of the Board of Trustees of The University of North Carolina at Chapel Hill Governing Student Disciplinary Appeals

Ms. Ehringhaus presented this item before the Board. Mr. Whichard moved approval of the resolution. Dr. Jordan seconded the motion and it carried unanimously.

(Attachment N)

Ratification of the Mail Ballot

Ms. Bryant moved to ratify the mail ballot of December 14, 1995. Mr. Cunningham seconded the motion and it carried unanimously.

(Attachment O)

Adjournment

There being no further business to come before the Board, Chairman Armfield adjourned the meeting at 11:00 a.m.

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Assistant Secretary