

**BOARD OF TRUSTEES MEETING**  
**THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL**

The Board of Trustees met in regular session at The Carolina Inn, Chancellor's East Ballroom, on July 22, 1999 at 1:05 p.m. Chairman Stevens presided.

**ADMINISTRATION OF OATH OF OFFICE**

The Honorable M. Patricia DeVine, District Court Judge for Orange and Chatham Counties, administered the Oath of Office to new members Jean Roberts Almand, Timothy Brooks Burnett, and Richard Tyrone Williams and to re-elected members James Edgar Suffern Hynes, David Earl Pardue, Jr., and Richard Yates Stevens.

**ROLL CALL**

Assistant Secretary Brenda Kirby called the roll and the following members were present:

Richard Y. Stevens, Chairman  
Anne W. Cates, Vice Chairman  
Jean R. Almand  
William J. Armfield, IV  
Timothy B. Burnett  
Walter R. Davis  
Nicholas P. Heinke  
James E. S. Hynes  
William R. Jordan  
David E. Pardue, Jr.  
Charles A. Sanders  
Richard T. Williams

The following member was absent:

Cressie H. Thigpen, Jr.

**MINUTES**

On motion of Mr. Hynes, seconded by Mr. Armfield, the minutes of the meeting of May 27, 1999 were approved as distributed.

**RESOLUTION**

At the request of Chairman Stevens, Mrs. Cates presented the following resolution.

**MEMORIAL RESOLUTION FOR CHANCELLOR MICHAEL HOOKER**

WHEREAS, Michael Hooker lost his valiant fight against cancer June 29, 1999, just days shy of his fourth anniversary as Chancellor of The University of North Carolina at Chapel Hill;

WHEREAS, during his all-too-brief tenure at his alma mater, Chancellor Hooker proved himself to be a visionary educator and administrator in the truest sense, persuading those around him to embrace change with open arms and to think beyond the parameters of tradition in order to prepare for the very different world of higher education in the new millennium;

WHEREAS, his death leaves a deep emptiness in the hearts of the Carolina family but his legacy will live on in many ways, including the strong administrative team he assembled that features eight new deans; the confidence and faith he instilled in the campus community as he worked so assiduously to make UNC Chapel Hill the nation's premier public university; the improved relations he established with members of the General Assembly; the rejuvenated commitment he brought to Carolina's efforts to work seamlessly with the state's public schools and community colleges for the advancement of all North Carolinians; the new campus construction during the last four years that is vital to our core educational mission; and the continued effort to cement the bonds between town and gown;

WHEREAS, Chancellor Hooker was a man ahead of his time and as such viewed technology as the educational equalizer of the future, moving UNC Chapel Hill from mediocrity in computing to the vanguard, championing distance learning for its anytime-anywhere availability, and masterminding our own innovative Carolina Computing Initiative, which will have a dramatic impact on the University by upgrading faculty computers and requiring all students, beginning with the freshmen of 2000, to own a laptop computer;

WHEREAS, Chancellor Hooker was quick to strengthen ties with the state by climbing down from the ivory tower of academic life and traveling to each and every North Carolina county to learn from and about the Tar Heel citizens, demonstrating that he was truly a man of the people, as comfortable in his academic regalia as a Woollen Gym T-shirt, behind his desk in South Building or behind the wheel of a race car, jumping head first into controversy or feet first from a parachute tower at Fort Bragg;

WHEREAS, Michael Hooker treasured the special trust placed in the University by the state's citizens, often reflecting that the only purpose for Carolina to exist was to serve the public who had the foresight to create and support it;

WHEREAS, future Tar Heels will see Chancellor Hooker's vision throughout the Carolina campus thanks to his encouragement of a major master planning initiative that will weave together existing and future buildings to maintain our campus beauty and to create an enhanced sense of order and cohesiveness;

WHEREAS, Chancellor Hooker recognized that learning is not confined to the classroom and therefore worked diligently with strong faculty input to improve the University's intellectual climate by incorporating the educational experience into all aspects of campus life;

WHEREAS, he was ever willing to listen to the wants and needs of students, whether in informal settings, such as during his late-afternoon work-outs at the Student Recreation Center or over a pizza in Lenoir Hall, or more formally at meetings of the Chancellor's Student Advisory Committee, which he created;

WHEREAS, Chancellor Hooker was a fixture at Tar Heel athletic events, a champion of all of our teams, and as the University's most visible cheerleader was willing to launch himself into the Carolina blue tide to show his support by surfing the crowd in the Smith Center;

WHEREAS, members of the campus community and citizens of North Carolina will long grieve the loss of this extraordinary man who left us far, far too soon;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of The University of North Carolina at Chapel Hill vows to honor Chancellor Hooker's memory by continuing to work toward his goal of making this University the **very best** public institution in the nation and, in recognition of all that he did for Carolina, hails him as among our priceless gems, one whose intensity and clarity

will continue to be reflected through the many facets of the accomplishments and achievements of this great University for generations to come.

The Board unanimously approved the resolution.

### **ELECTION OF OFFICERS**

Chairman Stevens presented the following slate of officers to the Board for election:

Anne W. Cates – Chairman  
William R. Jordan – Vice Chairman  
David E. Pardue, Jr. – Secretary  
Brenda W. Kirby – Assistant Secretary

The Board unanimously approved the slate of officers.

### **RESOLUTIONS**

Chairman Cates requested Mr. Pardue present the following resolutions.

#### **RESOLUTION OF APPRECIATION FOR CHAIRMAN RICHARD YATES STEVENS**

WHEREAS, Richard Stevens today steps down after an outstanding two-year tenure as Chairman of the Board of Trustees of The University of North Carolina at Chapel Hill;

WHEREAS, Mr. Stevens has demonstrated an unparalleled caring and devotion for his alma mater as Chairman, working long hours on top of his other professional and University commitments to assure the very best for Carolina, its students, faculty, and staff;

WHEREAS, as Chairman, Mr. Stevens was a true champion of inclusiveness and openness in University governance, always searching for areas of compromise and common ground and seeking a full airing and integration of diverse opinions into the Board's discussions and decision making;

WHEREAS, Mr. Stevens helped provide a public face to the Board of Trustees by making it accessible to the University's many constituencies, taking its meetings to venues conducive to audiences including students, faculty, and community leaders; and using these opportunities to solicit input, generate support, and build valuable bridges within these groups;

WHEREAS, Mr. Stevens' years in county government have given him an unparalleled skill in running efficient meetings and a tremendous sense of political savvy and diplomacy that has served the University and the Board exceedingly well;

WHEREAS, during his tenure as Chairman, Mr. Stevens has always shown a particular interest in and care for Carolina's most important constituency, its students, undoubtedly influenced by his own stint as Assistant Dean of Men at UNC Chapel Hill and his role in residence hall governance;

WHEREAS, his term as Trustees' Chairman is part of a lengthy career of service to Carolina that has included positions with the General Alumni Association and the Board of Visitors, labors of love that have been recognized with a Distinguished Service Medal and that continue this year in his role as Chairman elect of the Alumni Association's Board of Directors;

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees of The University of North Carolina at Chapel Hill offers its sincerest appreciation and thanks to Richard Stevens for his two years of exemplary leadership, congratulates him on a job well done, and encourages future leaders and members of the Board to learn from his extraordinary example.

Mr. Hynes moved, seconded by Mr. Williams, approval of the resolution.  
The motion carried.

**RESOLUTION OF APPRECIATION FOR DR. JAMES R. RAMSEY,  
VICE CHANCELLOR FOR FINANCE AND ADMINISTRATION**

WHEREAS, The University of North Carolina at Chapel Hill will lose one of the nation's most outstanding chief financial officers when Dr. James R. Ramsey, Vice Chancellor for Finance and Administration, returns to his home state of Kentucky in August to assume top government posts and a senior professorship of economics at the University of Louisville;

WHEREAS, Dr. Ramsey's tenure at Carolina was brief, its impact will be felt for many, many years to come;

WHEREAS, under his administration, he greatly strengthened the units he supervised, including financial planning, budgeting and management, treasury, general accounting, contracts and grants administration, facilities planning, construction and operations, purchases and stores, health and safety, auxiliary enterprises, and human resources;

WHEREAS, Dr. Ramsey is a masterful expert on capital financing and worked closely with University of North Carolina General Administration and the higher education consultant, Eva Klein, to help not only assess Carolina's capital needs but to develop a plan that would provide a financial framework for future construction, renovations, and repairs on our campus and at our sister institutions within the UNC system;

WHEREAS, he also was instrumental in planning for Carolina's future growth, both in anticipated enrollment increases and the University's associated needs, as well as physical expansion, as demonstrated by his tireless work with the campus master planning effort and his co-chairmanship of the Horace Williams Planning Advisory Group;

WHEREAS, in his role as Chief Financial Officer, Dr. Ramsey often was faced with painfully difficult decisions concerning the budget as the University faced a revenue shortfall and as it executed the legislatively mandated Span of Control Study, yet he always carefully weighed each decision with tremendous concern and compassion for the individuals and programs impacted;

WHEREAS, under his recent guidance, Carolina has begun to institute a strategic budget process, an effort that will place the University in good stead in the future;

WHEREAS, Dr. Ramsey won many friends and great respect for the University among the members of the General Assembly and worked equally hard to build bridges between the University and the Town;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of The University of North Carolina at Chapel Hill are in Dr. Ramsey's enormous debt for the fine management he has exhibited and the lasting changes he has implemented and wish him the very best in his endeavors in Kentucky.

Mr. Heinke moved, seconded by Mr. Burnett, approval of the resolution.  
The motion carried.

**CHANCELLOR'S REMARKS**

Mr. McCoy began by expressing his congratulations to Chairman Cates and thanking Mr. Stevens and Dr. Ramsey for their contributions to the University.

Mr. McCoy commented on the capital budget, the University's budgeting processes, enrollment growth, the financial campaign, and the legislative results.

**STUDENT BODY PRESIDENT'S REMARKS**

Mr. Heinke remarked on summer orientation and the excellent job done by students, administration, and staff.

He also commented on the Student Advisory Committee to the Board of Trustees (SACBOT). The new committee has been selected for the coming year. Mr. Chris McClure, a rising sophomore from Linville, North Carolina, introduced himself to the Board and expressed his appreciation at being a member of the SACBOT.

Mr. Heinke distributed a copy of his presentation that was handed out at the Trustee Orientation on July 21. [A copy of the presentation is filed in the Office of the Assistant Secretary.]

He concluded his remarks by commenting on three items he sees in the future which will be fundamental to student life in the next year and succeeding years.

- (1) Chancellor Selection. Students will form a student advisory group to comment on the characteristics they would like to see in the next chancellor and the direction in which they would like to see the University go. Hopefully, this group will not only meet among themselves, but also hold town hall meetings among all students who are interested in this issue. The group will either forward actual recommendations to the Chancellor Search Committee or forward characteristics of what they believe a chancellor should possess and ideas of what they believe a chancellor should do in his chancellorship.
- (2) Campus Y Community Service Day. This will be done some time during the spring. Different groups will sign up to do various activities in the community, such as tutoring high school students, holding a festival for students, campus cleanup, etc.
- (3) Faculty Salaries. Mr. Heinke commented that students understand that there's a real need for an increase in faculty salaries. A dialogue will be started between students and faculty about the issue of faculty salaries and how it should be approached.

**ELECTION OF MEMBERS OF THE BOARD OF TRUSTEES OF THE ENDOWMENT FUND**

Mr. Stevens moved, seconded by Mr. Pardue, to elect Mr. Robert C. Eubanks, Jr. to fill the vacancy created by the resignation of Mr. Walter R. Davis and to re-elect Mr. Max C. Chapman, Jr. and Mr. Thomas F. Kearns to the Board of Trustees of the Endowment Fund of The University of North Carolina at Chapel Hill. Mr. Eubanks' term will end on June 30, 2001. The terms for Mr. Chapman and Mr. Kearns will each end on June 30, 2002. The motion carried.

**ELECTION OF BOARD OF DIRECTORS OF THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL FOUNDATION, INC.**

Mr. Stevens moved, seconded by Mr. Pardue, to elect Mr. William J. Armfield, IV to fill the vacancy created by the expiration of Mr. David J. Whichard, II and to re-elect Mr. Max C. Chapman, Jr. and Mr. Thomas F. Kearns to the Board of Directors of The University of North Carolina at Chapel Hill Foundation, Inc. Mr. Armfield's term will end on June 30, 2001. The terms for Mr. Chapman and Mr. Kearns will each end on June 30, 2002. The motion carried.

**REPORT OF THE FINANCE AND BUSINESS COMMITTEE**

Mr. Pardue, chairman of the Finance and Business Committee, presented for approval the committee's report on the following items, which were previously approved by the committee:

1. Final design of the new building for the Institute for the Arts and Humanities  
(ATTACHMENT A)
2. Final design of the proposed Biobehavioral Research Laboratory for the School of Nursing  
(ATTACHMENT B)
3. Final design of the proposed addition to the WUNC Radio Station Building  
(ATTACHMENT C)
4. Selection of the architectural firm of Anthony V. Hunt & Associate for design of the completion of the renovations of the Cheek/Clark Building  
(ATTACHMENT D)
5. Acquisition by lease approximately 5,203 square feet of office space at Carr Mill Mall, Suites D3, D4, D5, D6 and D7 from Carr Mill Mall Ltd. Partnership for the Principals' Executive Program. The lease term is 30 months commencing December 1, 1999 or as soon thereafter as possible at an initial annual rent not to exceed \$80,646.50 or \$15.50 per square foot including utilities and janitorial services. Rent escalates annually by 4%.  
(ATTACHMENT E)
6. Lease to Orange County for \$1.00 and other good and valuable consideration, for a term of thirty years, approximately 16.6 acres of land located on the east side of Homestead Road, and on the south side of High School Road for the purpose of constructing, operating, and maintaining playing fields associated with a new middle school for the Chapel Hill-Carrboro City Schools to be built on adjoining property. The lease would be contingent on the University and the Chapel Hill-Carrboro City Schools establishing a

separate agreement to provide a location in the new middle school for School of Education offices and programs and collaboration opportunities.

(ATTACHMENT F)

7. Ratification of a mail ballot dated July 1, 1999 for the 1999 transfers from the Endowment Fund for University expenditures during the 1999-2000 fiscal year.

(ATTACHMENT G)

8. Ratification of the following three mail ballots for lease approvals dated June 22, 1999:

- Approximately 9,257 square feet of office space at NationsBank Plaza, Suites 32, 33, 302, 303, 304, 305 and 306 from Franklin Street Plaza, Ltd. for the School of Public Health, Department of Epidemiology. This is a renewal lease for an existing occupancy. The lease term is three years commencing upon completion of the current lease term (July 1, 1999) at an annual rent not to exceed \$148,112 or \$16 per square foot, including utilities and janitorial services. There are two one-year renewal options under the same terms and conditions.
- Approximately 3,867 square feet of office space at #1, #2, #3 Bolin Heights, from Hartley Rentals, LLC for the Auxiliary Services, Publication Services and Dermatology programs. This is a renewal lease for an existing occupancy. The lease term is three years commencing upon completion of the current lease term (June 1, 1999) at an annual rent not to exceed \$56,651.55 or \$14.65 per square foot, not including utilities and janitorial services. There are two one-year renewal options. The annual rent during the renewal period will increase 5% each year.
- Approximately 12,697 square feet of office space to be constructed at 600 Smith Level Road from James L. Hodgin for the TEACCH program. The lease term is a five-year period commencing April 1, 2000 or as soon thereafter as possible at an initial annual rent not to exceed \$162,521.60 or \$13.90 per square foot including janitorial services. There is a 3% increase in the fourth and fifth year of the term. There are two three-year renewal options. The annual rent during the renewal period will increase 3% each year.

(ATTACHMENT H)

Mr. Pardue moved approval of the above items. Mr. Burnett and Mr. Stevens seconded the motion and it carried.

The following items were presented to the committee for information only (no formal action was required):

1. Preliminary design review of the new residence halls

Mr. Pardue commented that the committee felt that the general direction of this project is going well, but there needs to be a continuing study as far as coordination between classroom space and academic space on South Campus, continuing thought given to the traffic patterns of Manning Drive, and integration with the proposed open spaces and space for students.

(ATTACHMENT I)

2. Preliminary design review of the golf teams facility on Finley Golf Course  
(ATTACHMENT J)
3. Status of Capital Improvement Projects  
(ATTACHMENT K)
4. Lease Report  
(ATTACHMENT L)
5. Facilities Services Y2K Update  
(ATTACHMENT M)

### **REPORT OF THE STUDENT AFFAIRS COMMITTEE**

Dr. Jordan presented the committee's report.

#### **Student Life Update**

##### Undergraduate Admissions

Director Jerry Lucido, Undergraduate Admissions, presented a profile on incoming freshmen. This included data on historical enrollment at the University since 1994, information concerning SAT's, the number of National Merit Scholars, the AP Exam trends, course difficulty ratings for Fall 1999, the percentage of the freshman class by ethnicity from 1995 to the present, along with the percentage of the freshman class by gender.

The Office of Undergraduate Admissions pursued the following methods of creating enrolled students:

- established recruitment territories
- strengthened campus visitation
- upgraded publications
- improved counselor relations
- added electronic media
- implemented phone-a-thons
- streamlined workflow
- established National Merit Scholarships

##### First Year Experience

Dr. Cynthia Wolf-Johnson introduced three students who were involved in the Summer Orientation, the Transfer Orientation, and the Fall Orientation. Each of these students presented information regarding their specific orientation program.

Dr. Wolf-Johnson summarized the First Year Experience, including the First Year Seminars, the First Year Initiative Living/Learning Program, the first eight weeks of school, and the entire year as it relates to programming and staffing.

The three students who had presented their orientation information also presented testimonials of their own orientation leader experience at the University.

Mr. Pardue commented that the Trustees would be willing to participate in the phone-a-thons to contact prospective students and/or their parents.

**REPORT OF THE ACADEMIC AFFAIRS AND PERSONNEL COMMITTEE**

Dr. Sanders, chairman of the Academic Affairs and Personnel Committee, presented the committee's report.

**The Model Medical School and Health Care System**

Dr. Jeffrey Houpt, Vice Chancellor for Medical Affairs and Dean, School of Medicine, presented information concerning the current state of the health care system at the School of Medicine, as well as the vision he holds for the future of the School of Medicine and the health care system.

Dr. Houpt noted that the primary mission of the health care system and the School of Medicine is to serve the needs of the people of North Carolina, first and foremost. However, obviously and inexplicably intertwined are education and a very strong research effort to support that particular mission of providing excellent care to the people of North Carolina.

Dr. Houpt reviewed the current environment in which health care is being delivered and noted that managed care is becoming increasingly the order of the day. Managed care really equates with managed cost. We're living increasingly in a time where the amount of money available to provide health care is increasingly constrained. The challenge faced at the UNC-CH School of Medicine is that in order to maintain an adequate level of revenue, we have to have an adequate level of patient involvement in our system. With fee for service, there isn't quite the need for so many patients in order to be fiscally sound. With managed care, there is the need for increasingly large numbers of patients and, of course, we live in an increasingly competitive environment, with insurance companies being consolidated. We are participating in this at a somewhat late date. We're playing catch-up with some other more aggressive competitors. The progress we've made, particularly in our relationship with Rex Hospital, has been impressive.

The UNC-CH School of Medicine is one of the five public medical schools rated in the top 25 medical schools in the country. The other twenty are private universities. We were number seventeen in National Institute of Health funding to the medical schools in the country. This has plateaued in the last four to five years. Dr. Houpt attributed this to the fact that our research space has plateaued. This has constrained our ability to attract research dollars and, more importantly, to attract and retain gifted researchers. The building of additional space, which will hopefully come from the bond fund at some point in the future, can solve this very easily.

Dr. Houpt commented on the triangular relationship between starting with an adequate number of patients, developing centers of excellence, and being known as a center of innovation. We already have three very easily identified centers of excellence in terms of the medics program, the cancer program, and the cystic fibrosis program.

## **DEVELOPMENT**

### Development Update

Vice Chancellor Kupec presented a report regarding the level of activity and current contributions in the Office of University Advancement. [A copy of the report is filed in the Office of the Assistant Secretary.]

Mr. Kupec also reported that the University was again a recipient of the CASE Circle of Excellence Award for fund raising performance. This was the fifth time that the University has received the award in seven years—the only public university to win the award five times.

## **SEARCH COMMITTEE ANNOUNCEMENT**

Chairman Cates announced the appointment of Mr. Richard Stevens as chairman of the Chancellor Search Committee.

Mr. Stevens announced that Mrs. Cates would be vice chairman of the search committee and announced the following members of the committee:

Trustee William R. Jordan  
Trustee David E. Pardue, Jr.  
Trustee & Student Body President Nic Heinke  
Dr. Pete Andrews, Faculty Chairman  
Bill Aycock, Greensboro attorney  
Trustee Walter R. Davis  
Dr. Shelton Earp, Director, Lineberger  
Comprehensive Cancer Center  
Professor Elizabeth Gibson, School of Law  
Dr. Bernadette Gray-Little, Senior Associate Dean for  
Undergraduate Studies  
Dr. Jim Peacock, Anthropology, and  
former Faculty Chairman  
Ms. Jane Stine, Employee Forum Chair  
Trustee Richard T. Williams

The first meeting of the Chancellor Search Committee will be on Thursday, July 29, 3:00 p.m., at The Morehead Building, Faculty Lounge. All members of the Board of Trustees are welcome to attend any meetings of the search committee. The Board of Trustees will be kept fully informed of the progress of the search committee throughout the process. Mr. Stevens commented that all student, faculty, staff, alumni, and citizens of North Carolina input would be considered in the process of selecting a Chancellor for the University. The Chancellor Search Committee will report back to the Board of Trustees and the Board of Trustees will make at least two recommendations to

President Broad. President Broad will then make one recommendation to the Board of Governors for selection as Chancellor.

**MOTION TO CONVENE IN CLOSED SESSION**

On motion of Mr. Pardue, seconded by Dr. Sanders, the Board voted to convene in closed session pursuant to North Carolina General Statutes Section 143-318.11 (a) (1) (to prevent the disclosure of privileged information under Section 126-22 and the following) and also pursuant to Section 143-318.11 (a) (2), (3), (5), and (6).

**CLOSED SESSION**

**DEVELOPMENT**

**Nominations for the William Richardson Davie Award**

Mr. Hynes moved, seconded by Mr. Williams, approval of the four selected nominees for the William Richardson Davie Award, which will be presented on November 17, 1999. The motion carried. [A copy of the 1999 William Richardson Davie Award information is filed in the Office of the Assistant Secretary.]

**WILLIAM RICHARDSON DAVIE MEDALLION**

Mr. Heinke moved, seconded by Mr. Stevens, approval of a medallion to be given to all former recipients of the William Richardson Davie Award, as well as future recipients. The motion carried.

**CHANCELLORS' PLAQUE**

Mr. Stevens moved, seconded by Mr. Williams, approval of a plaque containing the names of all University Chancellors. The motion carried.

**REPORT OF THE ACADEMIC AFFAIRS AND PERSONNEL COMMITTEE**

**Personnel Actions**

Dr. Sanders, chairman of the Academic Affairs and Personnel Committee, presented the following personnel actions.

**Personnel Changes for Information**

These changes did not require action by the Board.  
(ATTACHMENT N)

**Personnel Changes for Consultation**

Mr. Stevens moved approval to authorize the Chancellor to forward to the President and the Board of Governors the personnel report and recommendations presented for consultation. Mr. Heinke seconded the motion and it carried.

(ATTACHMENT O)

Personnel Changes in Health Affairs

New Appointments; Reappointments at the same rank; Promotion; Appointment of a Chair; Addition of a Joint Appointment; and a Salary Increase

(ATTACHMENT P)

**LEGAL ADVICE**

Ms. Ehringhaus advised the Board regarding several legal matters.

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Chairman Cates requested that everyone be excused except the members of the Board to discuss a personnel matter.  
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Chairman Cates reconvened the Board in open session.

**OPEN SESSION**

**REPORT OF THE ACADEMIC AFFAIRS AND PERSONNEL COMMITTEE**

Dr. Jordan moved approval of the following:

Personnel Changes in Health Affairs (ATTACHMENT P)

Ratification of Mail Ballot Dated June 16, 1999 (ATTACHMENT Q)

Mr. Heinke seconded the motion and it carried.

Dr. Sanders read the following statement: The appendices containing the personnel matters voted on in open session have been distributed to the press.

**ADJOURNMENT**

There being no further business, the meeting adjourned at 3:55 p.m.