DESIGNER SELECTION – LENOIR DINING HALL RENOVATION

This project renovates Lenoir Dining Hall to expand seating and food service operations. The scope also includes master planning for improvements to first floor and basement to expand capacity.

The project budget is $5M with funding from Student Dining receipts.

This project was advertised on January 4, 2010. Thirty-seven proposals were received. Four firms were interviewed. Members of the Board of Trustees did not participate in the interviews.

The committee recommended the selection of the three firms in the following priority order:

1. Willard Ferm + Tipton Associates  Raleigh, NC
2. The FWA Group  Charlotte, NC
3. J Davis/WTW Architects  Raleigh, NC

The firm in the number one position, Willard Ferm+Tipton Associates, was recommended because of the strength of its team and its recent and relevant experience.

RECOMMENDED ACTION

A motion to approve the three firms in the above priority order.
January 23, 2010

Mrs. Dianne Bachman, RA, LEED AP  
Assistant Director of Facilities Planning  
Department of Facilities Planning  
103 Airport Drive, Campus Box #1090  
The University of North Carolina at Chapel Hill  
Chapel Hill, North Carolina 27599-1090

Re: Lenoir Dining Hall • University of North Carolina at Chapel Hill  
Williard Ferm Architects + Tipton Associates Letter of Interest

Dear Ms. Bachman:

The Williard Ferm + Tipton Associates Architecture, Interiors, & Engineering team appreciates your consideration for Lenoir Dining Hall Expansion and Renovation on the University of North Carolina Chapel Hill campus. Student life facilities such as these have become foundational for campus development nationwide. These facilities function as the heart of campus and provide a place for collegial activity and a public face for the institution. Recruitment, retention, student life, academic performance, school spirit, and alumni support will all be affected by the decisions you will make in the coming months. We are very interested in participating in this process.

We have assembled our team to best meet your needs by renewing a successful partnership between North Carolina higher education designer Williard Ferm Architects and national student dining design firm Tipton Associates. Williard Ferm Architects + Tipton Associates have successfully collaborated on similar projects with peer institutions in the region (Benson Center Food Service Renovations and Z. Smith Reynolds Library Renovations at Wake Forest University and Library Renovations at James Madison University). Supporting this team are consulting firms that have demonstrated excellence in design performance on projects with Williard Ferm and on projects for UNC-Chapel Hill. These firms include building systems designers Sigma Consulting Engineers, landscape architects Lappas & Havener, and Atlas Engineering, the consultants who recently completed seismic and wind risk assessment of the Lenoir Hall building and roof system.

As you may know, our recent design efforts in advance planning and design for Lenoir Dining Hall provided the Williard Ferm + Tipton Associates team an intimate knowledge of the design challenges and opportunities inherent in this project. As the firm commissioned by ARAMARK to develop advance planning and design solutions for this project the Williard Ferm + Tipton Associates team is uniquely positioned to begin the next phase of this project efficiently, at an advanced state of design development, and without necessitating a learning curve.

Each member of this team is dedicated to a collegial relationship with the campus. Our best work has consistently resulted from vital collaborations with our clients, and we are confident that in this next phase that this approach will lead to a shared ownership in consensus solution, flexibility to meet future needs with minimal capital investment, unique experiences for students, integration of sustainable design and operational strategies and a high value return on resources invested.

Tipton Associates has collaborated on over 250 ARAMARK food service projects on over 100 different University and College campuses in over twenty-four states in the last decade. From Sacramento State to the College of Charleston, the variety of exposure attained from our extensive experience helps bring a fresh perspective to new projects and also sets numerous benchmarks for success.
STATEMENT OF INTEREST
UNC Chapel Hill Lenoir Hall

Williard Ferm Architects has a 21+ year proven history of performance designing more than 25 university building and renovations in the region and working through the North Carolina Office of State Construction on the design of 15 major projects, including the first sustainable North Carolina state agency headquarters, the first green building on the NC State University campus, and the first LEED-Gold building on any North Carolina community college campus. Both Williard Ferm Architects and Tipton Associates are members of the USGBC and have a combined total of 7 LEED Accredited Professionals on staff.

This team is uniquely qualified for this project with:
- National student dining expertise
- Multiple projects of similar size and scope in the region
- Lenoir Dining Hall specific knowledge
- LEED qualifications and proven sustainable design implementation
- North Carolina proven performance within NC State Construction procedures and requirements

In our experience the best solutions evolve from vital collaborations, and high value outcomes naturally result from committed teams passionate about providing the best that resources will allow for the campus community. We look forward to discussing this relationship and the process we employ to effectively engage the community in the planning and design effort. Please contact us if you have questions about the documentation attached. We look forward to receiving additional information about your project and discussing opportunities to assist your efforts in the near future.

Sincerely,

Mark Williard, AIA, LEED-AP, President
Williard Ferm Architects, PA
mark@williardferm.com

Ken Tipton, AIA, President
Tipton Associates APAC
ktipton@tipton-associates.com
Similarly Project Experience: National Student Dining Expertise

Benson Center, Wake Forest University

The Willard Penn/Tipton Associates team was retained for the Benson Center renovations of 11,700 sf which opened August 2001 including a new location for Sherry's Restaurant, a historic campus lounge, a new kitchen, and a new lifestyle center featuring WorkFit, Free, CLIUS, H.A., Zona Mexicana, and Energy Zone.

Z. Smith Reynolds Library, Wake Forest University

The Willard Penn/Tipton Associates team was retained for this $1,500,000 renovation at Wake Forest University in Winston-Salem, North Carolina completed in 1998. The project included a variety of student study spaces including "Quiet" study space within the "Reading and Active" study area of the library. This project was recognized by Starbucks with National Design Award in 2000.
Similar Project Experience:
National Student Dining Expertise

LA Tech Tolliver Hall

In collaboration with the University, the Tipton Architects/ABW Joint Venture team renovated this previously vacant vintage 1930's cafeteria, and Tolliver Hall is the feature component of the new campus development. Conceived as the center of student life on campus, the Tolliver Hall houses student organization offices, retail, food service, campus information services, performance and meeting spaces in a marketplace environment. The design features flexible and dynamic spaces to support the shifting needs of campus life. This project received the 2006 AIA Board Room Design Award.

University of Southern Mississippi Powerhouse

Originally built in 1988 to provide housing for the campus, this building remained abandoned, until construction began in May 2005. The renovation includes production kitchen, support and restrooms on the lower level, variety of seating for 500 on the main level and restaurant level. The renovation incorporates historic materials, colors, furniture, sophisticated lighting, graphics and modern technology concepts and communicating spaces that serve to students, faculty and alumni. This project has been recognized on both local and national levels, including Food Management Magazine 2007 Best on College Award for Best New Facility, 2006 AIA Board Room Design Award, South Central Contractors’ Best of 2007 Award of Merit, Food Service Director, “Tolliver Powerhouse: Return of the Power House” 2006, On Campus Hospitality, “Southern Mississippi Pours Up Dining Design” 2006.

Planning → Project Implementation
Similar Project Experience
National Student Dining Expertise

The Ronald C. Perelman Hall at Barnard College was constructed in 2026. The goal was to transform a utilitarian building into a vibrant, student-focused hub. By creating a space that reflects the personality of the students, the design aims to enhance interaction and foster a sense of community. The new layout includes a mix of café-style seating, communal tables, and private study areas. The renovation not only improves the physical environment but also contributes to the overall student experience.
SIMILAR PROJECT EXPERIENCE:
NATIONAL STUDENT DINING EXPERTISE

University of California, Los Angeles

The University of California, Los Angeles, is home to one of the largest student dining facilities in the country, located in the Oxford Hall building. The facility provides a wide variety of dining options, including a cafeteria, coffee shop, and dining areas for groups. The design of the facility incorporates state-of-the-art technology and is intended to create a welcoming and inviting atmosphere for students and visitors. The facility is open 24 hours a day, seven days a week, to accommodate the needs of the student body.
DESIGNER SELECTION –FRANK PORTER GRAHAM STUDENT UNION RENOVATION

This project provides code improvements to the existing 1960 building and 1980/2000 additions and converts existing program spaces into a new food service dining facility.

The project budget is $7.5M with funding from Student Facility and Student Dining receipts.

This project was advertised on January 4, 2010. Forty-six proposals were received. Five firms were interviewed. Members of the Board of Trustees did not participate in the interviews.

The committee recommended the selection of the three firms in the following priority order:

1. Clearscapes  
   Raleigh, NC
2. Vines Architecture/Cannon Design  
   RTP, NC
3. LSP3/Sasaki  
   Raleigh, NC

The firm in the number one position, Clearscapes, was recommended because of the strength of its team and its recent and relevant experience.

RECOMMENDED ACTION

A motion to approve the three firms in the above priority order.
January 28, 2010

Jerry U. Guerrier, RA, LEED® AP
Department of Facilities Planning
Campus Box 1090
University of North Carolina – Chapel Hill
Chapel Hill, NC 27599-1090

RE: CODE IMPROVEMENT AND NEW FOOD SERVICE AREA
FRANK PORTER GRAHAM STUDENT UNION – UNC-CHAPEL HILL

Dear Mr. Guerrier,

Clearscapes is pleased to present our qualifications for the Code Improvement and New Food Service Area at the Frank Porter Graham Student Union. We feel our team is uniquely qualified for this project because of the following reasons:

Renovation Experience
Clearscapes' primary focus has been the renovation of important public buildings across North Carolina. We have successfully completed dozens of complex renovations — many while the buildings were occupied.

Understanding the UNC/SCO/DOI Process
Having completed more than twenty-five (25) projects for the State of North Carolina, we are very familiar with the unique process utilized on state/university work. As an example, one of our projects, the renovation of Withers Hall at NC State University, was selected for the Merit Award for the Best Construction Project in the State Construction Office for 2006.

Building Code Knowledge
With our ten-year history at the Carolina Union, we already have a deep knowledge of the building code challenges facing this project. In order to generate the most creative solutions, we have invited Howe Engineers to join us as building code consultants. Having collaborated on previous projects with them, we know, firsthand, their deep knowledge of the North Carolina building code and their ability to solve difficult existing code issues cost-effectively.

University Food Service Expertise
Cini*Little is one of the leading food service consultants in the country with an extensive portfolio of university-related projects. We have collaborated together on numerous previous projects and, therefore, have a strong working relationship with them.

Current Renovation Cost Data
We have bid four (4) complex public renovation projects in the last several months and, therefore, have been able to keep our external renovation cost database current with the present unique market conditions. In order to project how the local construction market will be affected by the improving national economy, we have invited Vermeulens Cost Consultants to our team so that our cost estimate projections are as accurate as possible.
Historically Underutilized Business (HUB) Commitment
Knowing the importance that UNC-CH places on providing opportunities for HUB firms, we have invited Sigma Engineered Solutions to be our building systems engineers. We have a long successful history of collaborating with them and one of their principals was the design electrical engineer for our last major project at the FPG Student Union.

Institutional Knowledge
Most importantly, we know the Frank Porter Graham Student Union and its commitment to being a student-run organization. Our more than ten-year history of working on this complex gives us the institutional knowledge of the facility and the working relationships with the professional staff and student leadership that will allow us to be effective on this project.

The following is the detailed summary of our qualifications. We have organized the tabs to follow the sequence of specific selection criteria that you identified in your project brief. We look forward to presenting them in person during the interview process.

Sincerely,

CLEARSCAPES, P.A.

Steven D. Schuster, AIA
Principal
Program Statement

Withers Hall, built in 1939 as the University’s chemistry building, provided 70,000 gross square feet originally dedicated to classrooms, offices, and laboratory space for the departments of Chemistry and Physics. With these departments moving to the new Centennial Campus, the University determined Withers Hall would become the home to three departments of the College of Humanities and Social Sciences (CHASS) – Foreign Languages & Literatures, History, and Philosophy & Religion.

The existing structure of Withers Hall provided a sturdy shell within which to create the home for these three CHASS departments. The building itself remained relatively unchanged as viewed from the exterior with the replacement of windows and doors for energy improvements. The building’s location within the proximity of other CHASS buildings creates a western front door for the College, fronting on a major campus green space.

Design Response

Both the departments and the College as a whole desired environments to create a sense of community. The renovation included student commons areas, classrooms, offices, and the faculty offices for the three CHASS departments. The building concept was developed to provide more public, student-use areas on the lower levels and more private, faculty-use areas on the upper floors. Balancing significant change with maintaining some of the building’s historic interiors was desired.

The existing concrete structure presented challenges when incorporating new building HVAC and plumbing systems within the limits of the space provided while still providing an open and modern University building with...
classrooms, offices, and public places for students, faculty, and the community who use it every day. The design team worked closely with the users and the University Facilities staff to achieve a successful result.

The project received the Merit Award by the State Construction Office as the Best Construction Project in the North Carolina State Government/University system for 2006.

**Project Data**
Schedule: 2003 – 2006  
Project Cost: $9,400,000  
Size: 70,000 SF

**Reference**
Mr. Sammy Sams  
Facilities Planning & Design  
North Carolina State University  
2701 Sullivan Drive  
Raleigh, NC 27695  
919.515.8055
Called by the University Architect "the most difficult design problem on the UNC campus in 25 years", the renovation and addition to the Frank Porter Graham Student Union faced a host of challenges. They included designing a major addition to the 1960s era building that would provide a new public face for this important facility, the need to maintain all of the programming within the building during the construction of the addition and the renovation, and building the project on an extremely constricted site. In order to tackle this significant project, Clearscapes associated with Esherick, Homsey, Dodge and Davis (EHDD) of San Francisco, California, who had successfully designed many university student centers across the country.

Because the Carolina Union is a student-run and university-funded organization, the design process not only engaged the University Architect's office and the other University and State agencies, but also had student leaders embedded in the Design Team process. This was not only because many of the decisions would be made by the student leadership, but the funding would have to come from a student referendum where a majority would have to agree to increase their own student fees to pay for the project. In order to receive as much student input as possible and to build strong base support for the project, Clearscapes embarked on a highly interactive design input process including representatives of all student groups and organizations that would use the building, leading to a successful student referendum to fund the project.

Building off of the outline programming which had previously been developed by the University, Clearscapes led a detailed programming and design process which led to a 42,000 square foot addition that formed an important public courtyard between the new building and the original facility.

Clearscapes

January 28, 2009
This addition provided a new public face on South Road for the Union, and was connected to the original facility by a series of overhead bridges and underground connectors.

In order to achieve the goal of continuous operation in the Union during the Implementation Phase of this project, Clearscapes developed a strategy of a 3-step construction process which entailed building the addition first in order to shift some of the Union activities into the new facility, and then renovating the existing building in two subsequent phases. Even though the General Contractor selected for the project subsequently had to be replaced after the first phase, the project was successfully completed with the Student Union never having to shut down.

Clearscapes most recently completed a new feasibility study to continue the improvements to this important campus facility. With changing technology, the copy center located on the ground floor of the latest addition is under utilized. The desire for additional food service choices and late night availability, as well as a need for social entrepreneurial training, performance and rehearsal space, as well as code improvements, has led to the planning of a two phase renovation, currently being developed.

Project Data
Schedule: 1996 – 2004
Project Cost: $16,750,000
Size: 140,000 square feet

Reference
Don Luse, Carolina Union Director
Frank Porter Graham Student Union
UNC-Chapel Hill
Chapel Hill, NC 27514
919.966.3120
lused@email.unc.edu
DESIGNER SELECTION – WOOLLEN GYMNASIUM PHASE II RENOVATION

This project provides advance planning for code and program improvements to the existing basement for Campus Recreation, Exercise and Sports Science and Athletics.

The budget for advance planning is $750K with funding from Campus Recreation.

This project was advertised on February 10, 2010. Twenty-five proposals were received.

Three firms were interviewed. Members of the Board of Trustees did not participate in the interviews.

The committee recommended the selection of the three firms in the following priority order:

1. Corley Redfoot Zack, Chapel Hill, NC
2. HH Architecture, Raleigh, NC
3. Davis Kane, Raleigh, NC

The firm in the number one position, Corley Redfoot Zack, was recommended because of the strength of its team and its recent and relevant experience.

RECOMMENDED ACTION

A motion to approve the three firms in the above priority order.
SITE APPROVAL – RONALD McDONALD HOUSE EXPANSION

This project provides an expansion to the existing Ronald McDonald House to add 10 guest rooms to the west wing of the existing facility and 20 long term stay suites. These suites will house pediatric patients and families requiring stays of more than 30 days.

The project budget is $6M and is being developed by the Ronald McDonald House of Chapel Hill.

The Chancellor’s Buildings and Grounds Committee approved the site at its March 2010 meeting.

RECOMMENDED ACTION

A motion to approve the site.
PROPERTY DISPOSITION BY LEASE TO THE ENDOWMENT FUND OF THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

This request is for approval for a new lease of the Carolina Inn and surrounding property (the “Property”) to the Board of Trustees of the Endowment Fund of the University of North Carolina at Chapel Hill (“The Endowment”). The total leased area is approximately 5.71 acres which contains the Carolina Inn building (approximately 143,400 SF), the Whitehead building (approximately 25,424 SF) and the surrounding parking areas as shown on the attached survey map. The Property is currently leased to The Endowment for a three year period at a rental rate of $1/yr. and is scheduled to expire on June 30, 2011. The proposed new lease is for a term of 99 years at a rental rate of $1/yr.

RECOMMENDED ACTION

A motion to recommend approval for a new lease to the Endowment Fund as described above.
February 15, 2010

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

Appendix A
Appendix A
Appendix B
Appendix C (NA for the month)

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; it is submitted for information only. Thank you.

Sincerely,

Holden Thorp

Re 2/15/10 mail ballot: (Personnel)

A quorum was received on 2/23/10:
Barbara R. Hyde
John G. B. Ellison, Jr.
Roger L. Perry, Sr.
J. Alston Gardner
Edward C. Smith
Robert W. Winston III
Phillip L. Clay

Additional approvals received:
Wade H. Hargrove, Jr.
John L. Townsend III
Felicia A. Washington
Sallie Shuping-Russell
Jasmin M. Jones
Donald Williams Curtis
February 15, 2010

The undersigned votes as follows with respect to the recommendations proposed in Chancellor Thorp’s letter dated February 15, 2010.

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Approve</th>
<th>Disapprove</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix A, Personnel Actions</td>
<td></td>
<td></td>
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<tr>
<td>Appendix A, Actions Conferring Tenure</td>
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<tr>
<td>Appendix B, Compensation Actions</td>
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<tr>
<td>Appendix C</td>
<td>For Information (NA for the month)</td>
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</table>

Signed

Date

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

### New Appointments without Tenure

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<tr>
<th>No.</th>
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<th>Name</th>
<th>Dept./School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
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<tr>
<td>1</td>
<td>Health Affairs</td>
<td>William Carpenter</td>
<td>Dept. of Health Policy and Health Management</td>
<td>Research Assistant Professor</td>
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<td>3/1/2010</td>
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<td>Michelle Hernandez</td>
<td>Dept. of Pediatrics</td>
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<td>Health Affairs</td>
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<td>Dept. of Genetics</td>
<td>Visiting Assistant Professor</td>
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### Reappointments at the Same Rank

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<th>Effective Date</th>
<th>Salary</th>
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<tr>
<td>1</td>
<td>Academic Affairs</td>
<td>Navin Bapat</td>
<td>Dept. of Political Science</td>
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<td>7/1/2011</td>
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<td>Todd BenDor</td>
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<td>Dept. of Sociology</td>
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<td>4</td>
<td>Academic Affairs</td>
<td>Sy-Min Chow</td>
<td>Dept. of Psychology</td>
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<td>Emilio Del Valle Escalante</td>
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<td>6</td>
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<td>NA</td>
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<td>7</td>
<td>Academic Affairs</td>
<td>Jeffrey Greene</td>
<td>School of Education</td>
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<td>8</td>
<td>Academic Affairs</td>
<td>Dana Griffin</td>
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<td>9</td>
<td>Academic Affairs</td>
<td>Tyson Hedrick</td>
<td>Dept. of Biology</td>
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<td>10</td>
<td>Academic Affairs</td>
<td>Michelle King</td>
<td>Dept. of History</td>
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<td>11</td>
<td>Academic Affairs</td>
<td>Cecilia Martinez-Gallardo</td>
<td>Dept. of Political Science</td>
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<td>Academic Affairs</td>
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<td>Kevin Step</td>
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<td>15</td>
<td>Health Affairs</td>
<td>Alisa Wolberg</td>
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<td>NA</td>
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### Promotions to Full Professor

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<th>Effective Date</th>
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<tr>
<td>1</td>
<td>Health Affairs</td>
<td>Alysenil Belger</td>
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<td>2</td>
<td>Academic Affairs</td>
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<td>3</td>
<td>Health Affairs</td>
<td>Timothy Ives</td>
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<td>4</td>
<td>Health Affairs</td>
<td>Jonathan Oberlander</td>
<td>Dept. of Social Medicine</td>
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### Designation to Distinguished Professorships

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<th>Effective Date</th>
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<tbody>
<tr>
<td>1</td>
<td>Health Affairs</td>
<td>James Bodfish</td>
<td>Dept. of Psychiatry</td>
<td>Professor</td>
<td>The Thomas E. Castelloe, MD, Distinguished Professor in Developmental-Behavioral Pediatrics</td>
<td>3/1/2010</td>
<td>$165,000</td>
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<td>Professor</td>
<td>John R. Andrews Distinguished Term Professor</td>
<td>3/1/2010</td>
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The University of North Carolina at Chapel Hill  
EXECUTIVE SUMMARY  
Board of Trustees  
February 15, 2010

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**Appointments to Chair**

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**Actions Conferring Tenure**

**Promotions Conferring Tenure**

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25 Total
## Compensation Actions

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UCRF Strategic Plan

Background and Context

Introduction
Cancer has overtaken heart disease as the leading cause of death in North Carolina. An estimated 40 percent of North Carolinians will develop cancer during their lifetimes. Approximately 46,416 North Carolinians are projected to receive a cancer diagnosis in 2009 with 18,277 projected cancer deaths this year. These numbers will increase as the population ages unless cancer prevention, early detection, and therapeutic research intervene. And as with other diseases, the impact of cancer falls disproportionately on disadvantaged communities. For example, African-Americans in North Carolina experience higher cancer incidence and mortality rates compared with other groups.

This growing challenge motivated the state legislature to fund the NC Cancer Hospital and, in August 2007, to create the University Cancer Research Fund (UCRF) “only for the purpose of cancer research under UNC Hospitals, the Lineberger Comprehensive Cancer Center, or both.” With up to $50 million of funding per year from the Tobacco Trust Fund, an increased tax on smokeless tobacco products, and general revenue, the UCRF provides a unique opportunity to develop leading national (and international) cancer research and innovation while improving cancer outcomes for the people of North Carolina.

“The UCRF’s mission is to ensure that future generations of North Carolinians will develop cancer less often and live longer and better when they do. Research creates new knowledge, turns that knowledge into innovative treatment, screening, and prevention, and then assures delivery of innovations across the state — that research is the key unlocking the doors to a new and better future. The UCRF is helping make that research possible.” (UCRF 2007-2008 Annual Report)

Strategic planning process overview
In order to most effectively realize the vision of improving cancer outcomes in North Carolina and to maximize the return on the State’s investment, UNC and its Lineberger Comprehensive Cancer Center (UNC Lineberger) sought to develop a UCRF strategic plan, with a focus on clear goals with measurable outcomes and metrics of success. To that end, the strategic planning firm AltshulerGray was hired to lead the planning process and SRA International was retained to develop an evaluation plan.

AltshulerGray consultants worked with the UNC Lineberger Program Planning Committee (PPC) to establish a two-phase process that included a range of university stakeholders as well as outside experts. The initial phase included interviews with 50 internal and external stakeholders, a survey of 243 UNC faculty members, and six listening sessions conducted by UNC leaders to gather feedback from communities across the state, in addition to regular meetings of the PPC and reports to the UNC Oversight Committee, chaired by Dean and Health System CEO Bill Roper, and the governance committee by the UCRF statute, the Cancer Research Fund Committee, chaired by President Erskine Bowles. This outreach and extensive faculty input built consensus around a vision, guiding principles, and a framework to help determine initial research strategies. The result was the definition of a three-tier investment strategy for UCRF funds, comprised of Research Priorities, an Opportunity Fund, and Critical Infrastructure, described in greater detail below.

Initial faculty feedback and subsequent discussions led to the identification of a list of potential research priorities. These opportunities were evaluated according to three criteria:

- Will it address the needs of North Carolina, in terms of the goal of reducing the cancer burden in the state?
- Can we be world class at it? (Does it build on existing strengths, and is there an opportunity to lead?)
- Is there a strong economic model/justification for UCRF investment?
As a result of extensive analysis and faculty feedback, including a faculty-wide survey, three interconnected thematic research priorities were identified as the initial key strategic focus areas:

Understanding Genetics and its Role in Cancer Causation and Treatment, Developing New Cancer Treatments, and Optimizing NC Cancer Outcomes.

These three areas were the top priority areas identified in the faculty survey.

In the second phase of strategic planning, three “theme teams” comprised of 5-7 faculty were charged with creating strategic and investment plans for each prioritized research area. In addition to laying out a vision of what would be possible with focused investment, the teams were asked to delineate the rationale for investment (i.e., why should this be done now, and why at UNC), current strengths and gaps at UNC, a potential funding model (e.g., how UCRF investment would be expected to generate increased funding from other sources, such as federal funding), and an implementation and launch plan. External experts from leading centers across the U.S. are being brought in to review the plans and provide constructive feedback to the proposals.

At the same time, faculty groups were convened to evaluate opportunities for disease-focused UCRF investment. 51 faculty members served on 12 disease teams. Each team produced a report outlining the opportunities and resource needs for its specific disease area and highlighting how research in these areas could best leverage investments in the three prioritized research initiatives. The theme teams used this disease team input to further refine their own plans. Critical needs identified by the disease teams to bolster clinical excellence and outreach – essential for conducting UNC and state-wide clinical cancer research – were considered as part of the planning for UCRF critical infrastructure investment.

Guiding principles and philosophy

Based on the stakeholder interviews in the first phase of strategic planning, the PPC developed guiding principles for investment:

- The UCRF should fund breakthrough innovation and excellence in cancer research, propelling UNC to national and international leadership
- UCRF research should focus on areas of great concern to the citizens of North Carolina
- UCRF research should have a real and tangible impact on the health of the state of North Carolina and beyond

Following from these guiding principles, a clear set of ground rules was established for determining how UCRF funds would be best spent. Specifically, it was agreed that UCRF funds should:

- Focus major resources on a limited set of opportunities in order to have the greatest impact
- Fund initiatives where UNC has the opportunity to establish a leadership position
- Be catalytic, self-sustaining, and provide leverage for additional funding from extramural sources
- Build fundamental cancer-related research capabilities that benefit UNC research programs
- Enhance North Carolina’s economy by creating jobs, intellectual property, and start-up companies.

At the same time, it was agreed that UCRF funds should not:

- Invest diffusely in an attempt to make incremental improvements everywhere
- Provide in perpetuity funding that would limit future flexibility
- Undermine faculty innovation and competitiveness by eliminating the need for extramural grant funding
- Substitute for existing university or health system funding or new philanthropy
- Make expenditures based upon institutional or other needs outside cancer research.
- Negatively impact other research on campus, for example by appropriating shared research infrastructure or resources
Strategy Overview

The UCRF strategic plan is comprised of three tiers: Research Priorities, Opportunity Fund and Critical Infrastructure Fund.

The term Research Priorities refers to a limited number of initiatives, where with focused investment in major scientific programs, disease-based initiatives, or cutting-edge research platforms, UNC could have a substantial impact and achieve recognition as a world leader.

The initial UCRF research priorities are:
- Understanding Genetics and its Role in Cancer Causation and Treatment
- Developing New Cancer Treatments, and
- Optimizing NC Cancer Outcomes.

The first two will interrelate, making fundamental observations that will, as quickly as possible, be turned into clinical applications. The third will seek to understand North Carolina’s cancer problem at a level unprecedented in the United States, and design research interventions to rectify these problems at the community, health system, and practice level.

The Opportunity Fund will ensure that the UCRF will remain nimble, allowing the opportunistic pursuit of programs, projects and capability development that cannot be foreseen in a strategic plan and would expand the capacity of the major initiatives.

Finally, the Critical Infrastructure Fund will enable these major initiatives by providing critical resources for cancer research that are not readily obtainable by extramural funding but upon which future progress relies. (See figure below).

UCRF Strategic Plan Structure

Further detail on each of these strategic investment areas is provided in the next section.
Research priorities

Supporting high-priority research is at the core of the UCRF strategic plan, as reflected in the guiding principles described above. In considering which areas to identify as initial research priorities, the PPC and UNC leadership assessed the relative merits of selecting specific cancer types or broader research themes. Understanding that basic and clinical discoveries often cut across multiple diseases, it was concluded that the UCRF would have the greatest impact if structured around addressing a set of critical research questions that could catalyze breakthroughs in all cancer types while extending the reach of UCRF investment beyond the fund itself (e.g., through resource acquisition and development available to all UNC). Nevertheless, disease-specific UCRF investment is seen as critical, and will occur within the initiatives, as well as via the Opportunity Fund and the clinical excellence infrastructure investment. Creating individual clinical/translational research efforts led by visible clinician-scientists will be central to the national recognition to which UNC, with the help of UCRF, aspires.

A broad review of UNC strengths and key opportunities led to the selection of Understanding Genetics and its Role in Cancer Causation and Treatment, Developing New Cancer Treatments, and Optimizing NC Cancer Outcomes as the three initial research priorities. These three research themes span the basic, clinical, and public health research spectrum, but in a focused manner that will add critical knowledge—from improving our understanding of the underlying causes and progression of cancer, to developing novel therapies based on this new understanding, to optimizing the dissemination and delivery of state-of-the-art care to the citizens of North Carolina. An overview of each thematic initiative is provided below.

Understanding Genetics and its Role in Cancer Causation and Treatment

Goal: To discover the genes that predispose families to cancer, and cancer patients to poor treatment outcomes. To investigate the mutant genes in specific cancer subtypes that lead to cancer therapy failure.

Why do certain cancers run in some families and not others? Why do patients respond to treatment differently? The answer to these questions lies in the genes we inherit from our parents. And cancer itself is caused by the mutation of these inherited genes. Although tremendous progress has been made in our understanding of genetics over the past two decades culminating in the sequencing of the entire human genome, these advances have not been sufficiently focused on the practical matter of human health and have yet to enter the clinical arena and tangibly improve the care of patients. Integrating basic research with clinical care will enable us to detect earlier and more curable forms of cancer and to develop more effective, highly targeted therapies. With significant expertise across the genetic spectrum enhanced by extraordinary support from UCRF, UNC is well positioned to realize the promise of the “Genetic Revolution”.

The UCRF Cancer Genetics initiative will seek to track down inherited differences to determine whom to target for early detection, prevention and specific therapies, and will identify the derangements in individuals’ tumors in order to individualize therapy. The initiative will pursue these goals by integrating and expanding existing strengths at UNC in genetic and molecular analysis from basic science through clinical application, and enabling integrated, high-throughput analyses. This vision will be realized through strategic recruitment of faculty in emerging fields, farsighted investment in cutting-edge technology, enhanced organizational capability for integrative analysis, and a focus on cancers that are especially amenable to this approach. This collaborative and multi-disciplinary strategy will incorporate disparate disciplines into a unified effort with the ultimate goal of improving our ability to prevent, detect, and treat cancer in North Carolina and beyond. This strategy will also provide fundamental knowledge upon which the next initiative will base its attempt to create new therapies.
Developing New Cancer Treatments

Goal: To devise novel therapies targeted to the specific vulnerabilities of treatment resistant cancers. To develop new ways of delivering therapeutic agents to reduce toxic side effects for all patients.

Of the 1.5 million people who will get cancer next year, fully 500,000 will die with untreatable forms of cancer. Some who receive curative treatment will have to live with debilitating side effects. Clearly, today’s armamentarium is insufficient to deal with many forms of advanced cancer. In addition, our therapies need to be based on biologic principles rendering them more effective and less toxic. Tremendous progress in our understanding of cancer has set the stage for new methods. However, it is true that many elegant basic cancer research observations never prove of value in the clinic. For example, although nearly 50,000 papers have been published on p53, a protein that is known to be involved in preventing cancer, our understanding of how to exploit this molecule for therapeutic endpoints remains virtually nil. For a novel discovery to benefit an actual human cancer patient, the new understanding must provide a “druggable” approach to therapy – the overriding challenge with regard to curing cancer.

The UCRF New Cancer Treatments initiative will seek to devise novel therapies targeted to the specific vulnerabilities of cancers, to prevent the emergence of resistant cancer cells and to eliminate the small proportion of cancer initiating cells which appear to prevent cancer cure by evading therapy and repopulating tumor sites. To reduce the toxicity of existing and novel therapies, research will also focus on new ways of delivering those drugs. In doing so, it will become the model for academic drug discovery and delivery research in cancer, providing an outlet for UNC investigators to test innovative ideas in drug development, which will improve delivery and efficacy of cancer therapies. Through a framework of collaboration and significant financial support for new therapeutic ideas, this initiative will 1) find and convincingly validate new targets for cancer therapies, 2) develop small molecule compounds to modulate identified targets, and 3) provide better delivery and formulation of promising therapeutics.

As a result of these efforts, patients at our hospital will initially benefit from a larger portfolio of novel clinical trials involving agents that underwent some portion of pre-clinical development at UNC. In the longer term, we expect to see this initiative bring new start-up companies to the region that will employ North Carolinians, attract venture and federal funding, and eventually lead to discoveries with the potential to treat, ameliorate, and possibly even cure cancer.

Optimizing NC Cancer Outcomes

Goal: To use the state of North Carolina as a laboratory tracking the occurrence and treatment of cancer through data systems and large population- and hospital-based studies. To use these data to initiate research aimed at improving community prevention, early detection in the population, and the quality of oncology and survivor care.

There is a strong evidence base of prevention, early detection, and quality-of-care precepts that, if applied uniformly, would improve cancer outcomes and reduce the burden of cancer in North Carolina. But while advances in medical care and treatment have had a notable impact on improving cancer outcomes in some areas, there remain enormous challenges in closing the gap between what is known to work to reduce cancer burden and what actually takes place. In addition, the application of prevention and quality care are not uniform across our state or among its constituent populations.

As an additional opportunity for this UCRF initiative, the nation is about to undergo health care reform, and many are concerned about the potential “rationing” of critical cancer care services. Thus, the time is especially ripe to answer the questions: What works in cancer prevention and early detection? How do we make it cost effective? Do cancer risk factors and outcomes vary across our state? How do we ensure that lower socioeconomic populations receive the best preventive and cancer care services? And how do we get doctors and health departments to adopt evidence-based practices?
The UCRF Optimizing Cancer Outcomes initiative will seek to optimize cancer outcomes in North Carolina by conducting innovative research to understand how best to deliver preventative and early detection services and high quality care in populations. Working in settings that range from rural communities to physician practices to local governments, researchers from UNC’s nation-leading Schools of Public Health and Medicine will systematically design, test, disseminate, implement, and evaluate methods to identify and modify cancer risk factors to ensure that all North Carolinians have an opportunity to lower their cancer risk, get appropriate treatment and to improve the quality and length of life for cancer survivors. Findings and practices found to be effective will be disseminated and implemented across the state.

UCRF funds will make this work possible by enabling 1) the creation of a unique, comprehensive cancer information data system that tracks cancer patients, cancer services, and cancer treatment outcomes at a level of detail unprecedented in the United States; 2) the accrual of a 10,000 cancer patient cohort at UNC Hospitals to investigate many questions related to cancer outcomes among cancer survivors including response to therapy, 3) nation-leading research in population health disparities that lead to different cancer risk profiles and poorer outcomes among African Americans and lower socioeconomic status North Carolinians; and 4) research into cost effective methods to increase adoption of evidence-based cancer prevention, early-detection, and quality of care practices by individuals, communities, health systems, and providers. Since no such fully integrated and interactive system exists in the United States as envisioned here, North Carolina will be able to assume a true leadership position in this critical area.

Opportunity Fund

Goal: To promote innovation broadly by funding novel approaches and taking advantage of emerging technologies. To sponsor recruitments that bring new directions to the research initiatives and contribute to the overall UCRF mission.

The UCRF is committed to ongoing innovation and renewal. Recognizing that science is dynamic and that a research-focused strategic plan must be nimble, the UCRF will designate funds to support emerging opportunities outside the initial three identified research priorities. This Opportunity Fund will consist of three main components: a competitive peer-reviewed innovative pilot projects program; a competitive peer-reviewed technology and equipment acquisition program; and support for high-profile faculty with significant potential to enhance the UCRF’s mission.

Innovative Pilot Projects

This competitive peer-reviewed effort continues the successful Innovation Award program ongoing during the UCRF’s first two years. Projects funded by the Innovation Awards have and will continue to produce data that allow researchers to obtain external funding to expand their research. Opportunity Fund pilot projects will complement those funded by the three research priority initiatives, diversify the UCRF’s portfolio of innovative cancer research, and build research funding and excellence at UNC. Moreover, the Opportunity Fund pilot projects will provide an antidote to the current extramural peer-reviewed funding systems, which has been criticized for its conservative investment in incremental, rather than innovative, research.

Innovative Technology and Equipment

Being at the technologic-forefront increasingly distinguishes leading research universities from the rest and provides a competitive advantage in research funding. Leading-edge techniques enable leading-edge research and discovery. The Opportunity Fund technology and equipment program will support the acquisition of novel, leading-edge technology and equipment for the use by multiple faculty members and the development of shared research resources. As with the Innovation Awards, this program will be competitive and rigorously peer-reviewed.

High-Impact Faculty Recruitment

UNC has the opportunity to attract faculty with significant potential for a positive effect on the UCRF mission – but who do not fit neatly into one of the three research priorities. This third portion of the
Opportunity Fund will support the opportunistic recruitment of promising or established faculty. For example, the vast majority of our patients who die do so from metastatic cancer. The mutant genes driving metastasis will be the purview of the Cancer Genetics initiative and the drugging of targets promoting metastasis will be an outstanding aim for the New Cancer Treatments initiative. The Opportunity Fund will seed the recruitment of scientists in epithelial motility, metastasis genes, cell signaling systems biology, etc. and would enable the major research initiatives as well as the disease-specific programs. Opportunity Fund recruits over the next five years will include fundamental, translational, and population scientists. Prominent academic clinicians would be a high priority. They will propel UNC to national leadership in a particular clinical care specialty while helping to anchor a research program in that specialty.

**Critical Infrastructure Fund**

| Goal: To expand the clinical care and research excellence of our faculty and provide all UNC researchers with the core resources necessary for clinical and translational cancer research. To initiate and maintain an outreach program beyond UNC for performing clinical care and quality of care research. To develop core resources in imaging, informatics, and fundamental research that will serve all faculty members. To plan and implement the UCRF research effort including its cancer research educational mission. |

Innovative cancer research builds upon and is promoted by a strong, underlying infrastructure. External funding (NIH, etc) to enhance this infrastructure is lacking, despite acknowledgement that a healthy and proactively advanced research infrastructure is critical to innovative research and necessary to compete successfully for external research funding. To complement the three research priority initiatives and the Opportunity Fund, the UCRF will establish a Critical Infrastructure Fund. Initially, this Fund will focus on four critical underlying research infrastructure components: clinical excellence and outreach, informatics, imaging, and key existing shared research resources and services. Investing in this critical infrastructure will enable and enhance not only UNC’s cancer research; it will also strengthen the infrastructure and effectiveness of the campus’s entire research enterprise.

**Clinical Excellence and Outreach**

Maintaining a strong foundation of quality cancer care and outreach at UNC Chapel Hill is critical for enabling leading-edge clinical research and its successful translation into community practice. The new NC Cancer Hospital provides an ideal setting for pioneering clinical research. The Critical Infrastructure Fund will help UNC recruit oncologists to expand the patient base for enhanced clinical and translational research. In addition, the NC Cancer Hospital, combined with UCRF Infrastructure support, will provide the videoconferencing/telemedicine hub that links UNC with cancer centers and oncologists across the state. These links and other services will increase physician collaboration, both promoting research and patient care quality, while increasing statewide access to UNC clinical trials.

**Informatics**

Modern research methods, such as high-throughput sequencing and other genomics approaches, generate vast pools of data. Informatics is the alchemy transforms that base information into knowledge. Informatics takes raw output from across the research spectrum and creates well-characterized, well-managed data from across the spectrum of research that can be powerfully linked together and then mined and analyzed. Although fundamental to innovative science and the UCRF’s research priorities, informatics, particularly bio-and clinical informatics, is in short supply at UNC and at most research institutions. The Critical Infrastructure Fund will support development of informatics at UNC by recruiting faculty scientists who can push the envelope of this emerging field.

**Imaging**

In the years ahead, imaging will drive many vital advances in cancer research, diagnosis and treatment. By providing researchers and clinicians with the ability to literally see in real-time the cancer tumor inside the patient (or animal, in the case of research), powerful new imaging technologies offer significant promise of diagnosing cancer earlier than previously possible and of more closely monitoring response to treatment (whether experimental, or in the clinic). UNC is extremely well-positioned to lead in
developing and applying these new imaging capabilities via its Biomedical Research Imaging Center and the under-construction Imaging Research Building. Supported by a forward-looking investment from the State of NC, the Imaging Research Building will be the largest research facility on campus. The UCRF will leverage this investment by the state and others by supporting purchase of key equipment and the recruitment of leading faculty and staff. The Imaging Research building will also have designated space for expanding the Developing New Cancer Therapies/Initiative both for drug development and nanomedicine as well as additional wet lab cancer research space.

Other Resources and Services
UCRF Critical Infrastructure funds will also help develop and expand other key research core facilities (such as tissue procurement and proteomics), clinical trials infrastructure, trainee support for the next generation of researchers, and research administration (including clinical trial contracting, clinical research administration, and other research administration). These resources will directly benefit the three research priorities, but will also have a broader impact -- benefiting all UNC researchers as well as partners outside of the university.

Taken together, the three-tiered UCRF investment strategy ensures that UNC maintains a strong focus on a few key areas where it can leverage existing strengths, achieve breakthrough results in cancer research, and make a tangible impact on cancer outcomes in North Carolina and beyond.

Investment Plan
In the first two years of the UCRF, while a long-term strategic and investment plan was being developed, funds were directed towards building or expanding clinical excellence to prepare for the opening of the North Carolina Cancer Hospital; critical research infrastructure; basic, population and clinical science faculty; the technological base for topnotch genetic and animal models cancer research; and a state-wide outreach program for both clinical and public health research. Key faculty recruitments and retention in areas of UNC strength were accomplished in the first two years. Many of these initial investments were prescient, laying important groundwork for what have now been identified as UCRF strategic priorities. The investment plan presented in this document begins in year 3 of the UCRF, with a fully-funded budget of $50 million per year, but builds on the critical investments of the first two years.

For the next five years the Strategic Plan would, on average, allocate $8 million yearly to the three initiatives (Cancer Genetics, New Cancer Treatments and Optimizing Cancer Outcomes). These initiatives will benefit, as will all UNC cancer research, from the $16-17 million yearly Critical Infrastructure investments in clinical excellence faculty recruitment, clinical and translational research core resources, and imaging and informatics. A $9-10 million Opportunity Fund will drive innovation, technology development and translational research opportunities that initially fall outside the research themes. The interrelatedness of cancer biology and discovery, and their translation from model systems to human applicability make it highly likely that research initiatives will also benefit from these recruitments and investments in innovation.

To accomplish the aims of UCRF in each of its three-tiered components, faculty must seek extramural funding to expand the overall capacity of UNC cancer research. The objective is for the UCRF investment to produce funding replacing existing expenditures, thereby freeing up UCRF funds for re-investments. Cancer research is a dynamic process and UCRF investments, if used correctly, will be catalytic in not only expanding the size of UNC’s overall cancer research effort but also its accomplishments and reputation.
Organization and Implementation

The Cancer Research Committee—Erskine Bowles, Chair

The legislation creating the UCRF specified that allocations be made at the discretion of a Cancer Research Committee that would consist of five ex officio members and two appointed members. The five ex officio members are the President of The University of North Carolina, the Director of the Lineberger Comprehensive Cancer Center, and the Deans of the School of Medicine, School of Pharmacy, and School of Public Health. The remaining two members shall be selected from persons holding a leadership position in a nationally prominent cancer program. This group elected Ed Benz, President of Dana Farber Cancer Institute, and John Mendelsohn, President of MD Anderson. The Cancer Research Committee meets at least quarterly. The committee has been operating for two years and during its quarterly meetings has made decisions initiating many aspects of the research initiatives and critical infrastructure. They have received interim reports from the strategic planning process and will ultimately be responsible for approving and implementing the plan.

The Oversight Committee—William Roper, Chair

An Oversight Committee chaired by Dr. Roper, Dean of the UNC School of Medicine, CEO of the UNC Health Care System, and Vice Chancellor for Medical Affairs, provides ongoing monitoring of the UCRF. This committee includes leaders from throughout the Health Affairs Schools and the College of Arts and Sciences and is scheduled to meet quarterly to monitor progress; provide advice on within year budget alterations; approve the award of innovation, program development, and research initiative pilot and project funding. They will also assess that expenditures and recruitments are congruent with the precepts of UCRF and the Cancer Research Committee.

UNC Lineberger Senior Leadership and Research Initiative Committees

The day-to-day management, planning, and coordination for the UCRF will be the responsibility of the UNC Lineberger senior leadership in frequent consultation with the Office of the Dean of the School of Medicine. The long-standing senior leadership team consisting of the director and associate directors for clinical research, basic science, population science, and outreach will be expanded to include the leaders of the three UCRF research initiatives. These will be considered to be at the associate director level. Each of the initiatives will be led by a committee that will consist of a rotating membership comprised of faculty members and senior scientists with specific expertise. Broad faculty input will come to the Cancer Center senior leadership through the program planning committee and the initiative leadership committees.

Other members of the senior leadership team will assume responsibility for the Opportunity Fund and Critical Infrastructure components of the UCRF. The full senior leadership will meet on a weekly basis to discuss activities and make decisions that affect the entire UNC Lineberger. Thus, UCRF leaders will be made aware of, and will participate in decision-making regarding, issues that extend beyond the UCRF. At the same time, a subcommittee of the senior leadership comprised of UCRF leaders may choose to meet to address UCRF-specific issues as they arise.

Each initiative committee will also be advised by a set of leaders in their relevant fields from top cancer centers across the United States. These advisors will meet with the committees at least yearly to review plans and observe the progress of each thematic area. These advisors will also be invited to join the UNC Lineberger Board of Scientific Advisors.

The UNC Lineberger senior leadership, in consultation with the School of Medicine Dean’s Office, will develop and revise plans and propose detailed budgets for upcoming fiscal years. Those plans and budgets will be presented to the UCRF Oversight Committee, chaired by Dean William Roper, and if approved by that committee, presented to the Cancer Research Fund Committee, chaired by UNC President Erskine Bowles.
Ensuring Success

Defining success and measuring progress

While it will be years before the full effect of North Carolina’s visionary investment in cancer research will be fully evident, it will be possible, and indeed, essential, to track progress and to adjust the strategy as needed. Specifically, it will be important to assess in an ongoing way whether UCRF funds are being spent most wisely and are being clearly directed towards improving the health of North Carolinians.

Is the UCRF being invested to generate the greatest possible return?

While it is impossible to predict where research will lead and what finding will emerge, it is possible to evaluate whether funds are being invested in such a way as to maximize their return. That is the purpose of this strategic plan -- to focus UCRF funds on their best use -- however, the plan may need to be modified over time.

As described above, the UNC Lineberger Board of Scientific Advisors will be asked to evaluate the scientific progress associated with UCRF investment. As part of this evaluation, they will be asked explicitly to assess whether the funds are being used most effectively.

In addition to this qualitative review, there are other, more quantitative ways of measuring whether UCRF funds are being most effectively spent. One key metric is the growth in extramural funding, and in particular, in federal research funding. If UCRF funds are spent wisely, UNC researchers will be able to compete more successfully for additional research support. An increase in federal grants will serve as an important validation of the quality and value of UCRF investments. It will also satisfy a critical goal for the UCRF articulated during the planning process -- to be catalytic, self-sustaining, and provide leverage for additional funding from extramural sources.

Estimating precise increases in extramural funding levels is difficult, as the federal research budget in the last decade has been extremely variable, doubling over the first five years and remaining flat over the most recent five years. However, with substantial resources from UCRF, a good strategic plan, and continued recruitment of outstanding faculty, UNC should significantly increase its funding relative to other major public and private universities. UNC currently ranks in the top 15 nationally in funding from the National Cancer Institute with $44 million (total annual costs). Over the next seven years, we should aspire to move into the top five among cancer centers, as assessed by a combination of funding, high-impact publications, and peer assessment. Space for new recruitment is a major constraint and the BRIC building will come open in four years, thus the use of the seven year timeframe. The combination of UCRF and new space would be needed to achieve this aspiration. With respect to overall funding from federal, foundation, and private sources, which now totals ~$700 million to UNC at Chapel Hill, it’s reasonable to assume that the $50 million UCRF should at least generate a 4:1 stimulation, thus adding $200 million to the university’s overall funding.

Will the UCRF directly impact the health of NC citizens?

It will take a long time before efforts can be measured as improvement in health at the state level or beyond, but important interim steps can, should, and will be tracked. In some cases, there will be clear and tangible benefits in the short term.

For example, the Optimizing NC Outcomes initiative includes activities designed to test the impact of interventions in defined communities across North Carolina, with a focus on counties that disproportionately contribute to the cancer burden in the state. If successful, these communities will see a direct benefit, and the findings will be disseminated more broadly across NC. Investments designed to bolster the level of cancer clinical care at UNC will have an immediate impact on the care of cancer patients, while providing the necessary conditions for cutting edge clinical research. The number of
patients engaged in clinical trials, and thus able to benefit from important new therapies, will thus be an important metric to be tracked. Finally, the development of novel therapeutics can take years, but ultimately are expected to have widespread impact. Interim steps include the development of promising drug candidates for pre-clinical and clinical testing.

An outside, independent evaluation will be conducted based on this strategic plan. A process to identify the organization that will conduct the evaluation is underway.

**Contingencies that could hinder progress**

**Space constraints**

One major potential risk in achieving UCRF goals is the current lack of adequate research space to carry out the strategic plan. This space constraint will be alleviated to some extent when two new buildings, the Imaging Research Building and the Genome Sciences Building, come on line in four years. However, the recruitment of both junior and particularly senior faculty requires more space than is currently available. This will either delay some of the major components of the plan, or interim solutions must be found. There is the potential to rent some space offsite for core facility development and expansion. In order to recruit the high-quality faculty necessary to achieve the objectives of the plan, they will need to be offered laboratory space on the Chapel Hill campus. One potential is to use some UCRF funds for renovation of campus space, for example, in the Mary Ellen Jones building, or for short-term utilization of other space being constructed on the campus, for example, the new Dental Research building. If for any reason sufficient space is not made available, this will curtail UNC’s ability to recruit new faculty and to carry out the specific activities described in this strategic plan.

**Ongoing evaluation and refinement of the strategic plan**

While the strategic plan lays out a roadmap and expected budgetary priorities for future years, it is expected that specific opportunities and needs will require modifying these plans over time. As described above, the UNC Lineberger Executive Committee, advised by the UNC Lineberger Board of Scientific Advisors, will regularly review progress and will adjust the plans accordingly. As well, in the fourth year of the five-year strategic plan period, UCRF leadership will undertake a thoroughgoing review of UCRF performance to date, as well as an assessment of emerging opportunities in cancer research, as part of developing a new five-year strategic plan.
March 15, 2010

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 (N/A for the month)

Sincerely,

Holden Thorp

Enclosures
# Personnel Actions

## New Appointments without Tenure

<table>
<thead>
<tr>
<th>No.</th>
<th>College/Division</th>
<th>Name</th>
<th>Department/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>Maureen Su</td>
<td>Department of Pediatrics</td>
<td>Visiting Assistant Professor</td>
<td>Assistant Professor</td>
<td>4/1/2010</td>
<td>$126,000</td>
</tr>
<tr>
<td>2</td>
<td>Health Affairs</td>
<td>Michael Major</td>
<td>Department of Cell &amp; Developmental Biology</td>
<td>Visiting Research Assistant Professor</td>
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## Reappointments at the Same Rank

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<th>Name</th>
<th>Department/School</th>
<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Academic Affairs</td>
<td>Renee Alexander Craft</td>
<td>Department of Communication Studies</td>
<td>Assistant Professor</td>
<td>NA</td>
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<td>2</td>
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<td>Dmytro Arinik</td>
<td>Department of Mathematics</td>
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<td>Emily Baragwanath</td>
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<td>Brendan Boyle</td>
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<td>Janet Chambers</td>
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<td>Oswaldo Estrada</td>
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<td>8</td>
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<td>Sheila Kannaplan</td>
<td>Department of Phys-Astronomy</td>
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<td>9</td>
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<td>Noreen McDonald</td>
<td>Department of City Regional Planning</td>
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<td>11</td>
<td>Health Affairs</td>
<td>Christopher Miller</td>
<td>Department of Pathology &amp; Laboratory Medicine</td>
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<td>NA</td>
<td>4/1/2011</td>
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<td>12</td>
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<td>Andrew Moran</td>
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<td>13</td>
<td>Academic Affairs</td>
<td>Saule Omarova</td>
<td>School of Law</td>
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<td>14</td>
<td>Academic Affairs</td>
<td>Tanya Shields</td>
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<td>15</td>
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## Promotions to Full Professor

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<th>Department/School</th>
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<th>New Rank</th>
<th>Effective Date</th>
<th>Salary</th>
</tr>
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<tr>
<td>1</td>
<td>Academic Affairs</td>
<td>Prakash Beikale</td>
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<td>7/1/2010</td>
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<td>Academic Affairs</td>
<td>Philip Cohen</td>
<td>Department of Sociology</td>
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<td>7/1/2010</td>
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<td>3</td>
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<td>Bradley Gaynes</td>
<td>Department of Psychiatry</td>
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<td>Academic Affairs</td>
<td>Robert Goldstein</td>
<td>Department of Biology</td>
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<td>5</td>
<td>Academic Affairs</td>
<td>James Leloudis</td>
<td>Department of History</td>
<td>Associate Professor</td>
<td>Professor</td>
<td>7/1/2010</td>
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<td>6</td>
<td>Academic Affairs</td>
<td>Laurie Maffly-Kipp</td>
<td>Department of Religious Studies</td>
<td>Associate Professor</td>
<td>Professor and Department Chair</td>
<td>7/1/2010</td>
<td>$101,208</td>
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## Appointment to Executive Vice Chancellor and Provost

| No. | NA | Bruce Carney | Office of the Executive Vice Chancellor and Provost | Interim Executive Vice Chancellor and Provost | Executive Vice Chancellor and Provost | 3/26/2010 | $350,000 |

## Designation to Distinguished Professorships

| No. | NA | NA | NA | NA | NA | NA | NA |
## Executive Summary

The University of North Carolina at Chapel Hill

**Board of Trustees**

**March 15, 2010**

### Appointments to Dean

<table>
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<th>Current Rank</th>
<th>New Rank</th>
<th>Effective Date</th>
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<td>1 NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
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### Appointments to Chair

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<th>Name</th>
<th>Department/School</th>
<th>Current Rank</th>
<th>New Rank</th>
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<th>Salary</th>
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<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
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### Actions Conferring Tenure

#### Promotions Conferring Tenure

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<th>Name</th>
<th>Department/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>Barbara Ambros</td>
<td>Department of Religious Studies</td>
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<td>Associate Professor</td>
<td>7/1/2010</td>
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<tr>
<td>2</td>
<td>Academic Affairs</td>
<td>Jennifer Arnold</td>
<td>Department of Psychology</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>7/1/2010</td>
<td>$80,424</td>
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<td>3</td>
<td>Academic Affairs</td>
<td>Neville Francis</td>
<td>Department of Economics</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>7/1/2010</td>
<td>$114,300</td>
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<tr>
<td>4</td>
<td>Academic Affairs</td>
<td>Karin Pfennig</td>
<td>Department of Biology</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>7/1/2010</td>
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<td>5</td>
<td>Academic Affairs</td>
<td>Keith Sockman</td>
<td>Department of Biology</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>7/1/2010</td>
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<tr>
<td>6</td>
<td>Health Affairs</td>
<td>Nobuyuki Takahashi</td>
<td>1. Department of Pathology &amp; Laboratory Medicine 2. Medicine Cell &amp; Molecular Physiology (Joint Appointment)</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
<td>4/1/2010</td>
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<td>7</td>
<td>Academic Affairs</td>
<td>Serhan Ziya</td>
<td>Department of Statistics and Operations Research</td>
<td>Assistant Professor</td>
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#### Reappointments Conferring Tenure

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<th>Department/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>Randell Scott</td>
<td>Department of Cell &amp; Molecular Physiology</td>
<td>Associate Professor</td>
<td>Associate Professor w/tenure</td>
<td>4/1/2010</td>
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#### Joint Appointments Conferring Tenure

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<th>Name</th>
<th>Department/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>David Lawrence</td>
<td>Department of Pharmacology</td>
<td>Professor in Pharmacy and Chemistry</td>
<td>Professor in Pharmacology</td>
<td>4/1/2010</td>
<td>$199,500</td>
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<td>Health Affairs</td>
<td>Howard McLeod</td>
<td>Department of Pharmacology</td>
<td>Professor in Pharmacy</td>
<td>Professor in Pharmacology</td>
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<tr>
<td>3</td>
<td>Health Affairs</td>
<td>David Rubenstein</td>
<td>Department of Pharmacology</td>
<td>Professor in Dermatology</td>
<td>Professor in Pharmacology</td>
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#### New Appointments Conferring Tenure

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<th>Name</th>
<th>Department/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>Jose Garcia-Martinez</td>
<td>Department of Medicine</td>
<td>Visiting Professor</td>
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<tr>
<td>2</td>
<td>Academic Affairs</td>
<td>Daniel Cobb</td>
<td>Department of American Studies</td>
<td>Associate Professor</td>
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### Total

37

---

1 This appointment is a joint appointment conferring tenure from Assistant Professor to Associate Professor.
## Compensation Actions

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<th>Department/School</th>
<th>Rank</th>
<th>Reason</th>
<th>Requested Increase Amount</th>
<th>Current Salary</th>
<th>New Salary</th>
<th>Funds</th>
<th>% of Salary from State</th>
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<td>N/A</td>
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## Non-Salary Compensation Actions

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<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>New Salary</th>
<th>Funds</th>
<th>% of Salary from State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>NA</td>
<td>Bruce Carney</td>
<td>Office of the Executive Vice Chancellor and Provost</td>
<td>Executive Vice Chancellor and Provost</td>
<td>Work-related need for transportation</td>
<td>~$45,000</td>
<td>~4 Years</td>
<td>NA</td>
<td>0%</td>
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</tbody>
</table>
The University of North Carolina at Chapel Hill
REQUEST FOR APPROVAL OF NON-SALARY COMPENSATION
(Faculty/EPA Non-Faculty Employee)

Date of Request: **3/11/2010**

Requesting Unit/Department: **2201 - Office of the Chancellor**

Contact Person/Telephone Number for Additional Information
Name: **Vanessa Ragland**  
Telephone: **919-962-1456**

Employee Name: **Bruce W. Carney**  
Title: **Executive Vice Chancellor & Provost**

Unit/Dept Name: **3100 - Provost**  
School: **UNCCH**

Is this request related to:  
- [ ] New Hire  
- [x] Existing Employee (PID# 7042-88850)

Supervisor's Name: **Holden Thorp**  
Title: **Chancellor**

Description of Non-Salary Compensation:

**Vehicle for use including customary insurance, maintenance and operating costs**

Brief Explanation of Purpose (e.g., recruitment, retention, work-related need):

**In order to adequately perform duties of Executive Vice Chancellor and Provost**

Duration of Non-Salary Compensation: **Use of vehicle will cease at the time the administrative appointment ends**

Total Monetary Value of Proposed Non-Salary Compensation: **$45,000**

### APPROVALS

<table>
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<tr>
<th>Requesting Official Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name</strong></td>
</tr>
</tbody>
</table>

2nd Level Manager Signature: **N/A**  
Date: __________

VC/Exec VC Office: **N/A**  
Date: __________

Chancellor’s Office: **N/A**  
Date: __________

Board of Trustees Action:  
- [ ] Approved  
- [ ] Denied  
Date: __________
<table>
<thead>
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<th>No.</th>
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<th>Name</th>
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For Information
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<th>Rank</th>
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<th>Requested Increase</th>
<th>Amount</th>
<th>Current Salary</th>
<th>New Salary</th>
<th>Funds</th>
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<tbody>
<tr>
<td>1</td>
<td>Health Affairs</td>
<td>Anna Maria Siega-Riz</td>
<td>School of Public Health</td>
<td>Professor</td>
<td>Retention</td>
<td>$48,323</td>
<td>$126,677</td>
<td>$175,000</td>
<td>0%</td>
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</table>
March 19, 2010

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

Dear Members of the Board:

I submit the following proposal for an out-of-cycle salary increase at the University of North Carolina at Chapel Hill with request for your approval.

Anna Maria Siega-Riz, Professor, has received an external offer of employment from the National Institute of Child Health and Human Development (NICHD). Dr. Siega-Riz is an international leader in research on nutritional epidemiology as applied to the area of maternal and child health. The School of Public Health hopes to retain her talents with a counter offer. Dr. Siega-Riz’s current salary is $126,677 and we are requesting a retention increase of $48,323 to bring her base salary to $175,000. I fully endorse this request.

Details regarding Dr. Siega-Riz’s counter offer are enclosed. If you have specific questions about this request, please contact me at (919) 962-2198 or via email at bruce@physics.unc.edu.

Respectfully submitted,

Bruce Carney
Interim Executive Vice Chancellor and Provost

Attachments: Request for retention offer from Dean Barbara Rimer
External Offer from NICHD
March 10, 2010

Bruce Carney, PhD
Samuel Barron Distinguished Professor of Physics and Astronomy
Executive Vice Chancellor and Provost
104 South Building, CB #3000
The University of North Carolina at Chapel Hill

Dear Provost Carney:

This letter is to request support from the President’s Faculty Recruitment and Retention Fund for retention of Dr. Anna Maria Siega-Riz. Dr. Siega-Riz, Professor and Associate Chair, Department of Epidemiology, and Professor, Department of Nutrition, is a critical member of our faculty. She is being recruited as Epidemiology Branch Chief within the National Institute of Child Health and Human Development (NICHD). As we discussed, her loss would be a very significant blow to our research, teaching, and service mission. It would also have a very negative impact on our diversity.

Dr. Siega-Riz informed us about the offer she has received from NICHD. A copy of an email validating this offer is attached. NICHD’s offer includes a minimum base salary of $185,000. This represents a 46% increase over Dr. Siega-Riz’s current base salary of $126,677. We request support to bring Dr. Siega-Riz’s salary to $175,000, a 38% increase, which places it slightly above ASPH’s 50th percentile. Specifically, we request $24,162 plus associated fringe benefits support to cover half of this base increase. The balance will be supported by the departments of Nutrition and Epidemiology. In addition, the Department of Epidemiology is prepared to offer Dr. Siega-Riz additional support, such as funding for a post-doctoral fellow or other research support. The Departments of Epidemiology and Nutrition also support the possibility of a sabbatical in the next few years. We are optimistic that, with this package, we can convince Dr. Siega-Riz to remain at UNC-Chapel Hill.

Dr. Siega-Riz completed a Doctor of Philosophy in Nutrition at The University of North Carolina at Chapel Hill in 1993. From 1994 to 1995, she was a postdoctoral fellow at the Carolina Population Center, UNC-Chapel Hill. She joined the UNC School of Public Health faculty in 1995 as a Research Assistant Professor in Nutrition. She was appointed to the tenure-track faculty in the Departments of Maternal and Child Health and Nutrition in 1998. Dr. Siega-Riz was promoted to Associate Professor with Tenure in 2003. She now holds a primary appointment in Epidemiology and a secondary appointment in Nutrition. Dr. Siega-Riz was promoted to Full Professor in both departments on August 1, 2009. She has held important administrative appointments in both departments, including: Division Director for Nutritional Epidemiology in Nutrition and Program Leader for Reproductive, Perinatal, and Pediatric Epidemiology in Epidemiology. In 2008, she was appointed as the Associate Chair for Epidemiology.

Dr. Siega-Riz has an outstanding record of research accomplishments, with over 100 publications and multiple grant awards. She is widely recognized as an international leader in research on nutritional epidemiology applied to the area of maternal and child health. Her development and application of nutritional data collection methods in a UNC pregnancy cohort study led to important findings, both substantively, and with respect to the development of nutritional measurement tools.
Her involvement in this study contributed to her widely-regarded reputation as an international expert on nutrition during pregnancy. She also followed this work with her new PI-led research on gestational weight gain, postpartum weight retention and obesity in childhood. She also has played a key role as a collaborator and project leader in other studies, such as the National Birth Defects Prevention Study. Her expertise in nutritional epidemiology has led to significant roles in major new studies, such as the Hispanic Cohort Study and the National Children’s Study. Both are among the largest studies ever conducted in these areas and are significant sources of grant support and indirect cost return for UNC-Chapel Hill.

Dr. Siega-Riz plays a major teaching role in the School and has been the lead- or co-instructor for six different classes in the Departments of Maternal and Child Health, Nutrition, and Epidemiology. She has maintained a very strong record of student mentoring, from undergraduates to doctoral students. Evidence of her national reputation and critical role in training was the award of a NIH T32 training grant in reproductive, perinatal, and pediatric epidemiology. This grant, for which she is PI, includes three departments in the School.

Her work has been nationally recognized on multiple occasions. In 2007, she received a notable national award, the March of Dimes Agnes Higgins Award for Maternal and Fetal Nutrition for distinguished achievement in research and education in the field of maternal-fetal nutrition. She has served as a regular member of an NIH study section, been a member of two IOM committees, was elected President of the Society for Pediatric and Perinatal Epidemiology, and is active in leadership roles in the American Public Health Association and the American Society for Nutritional Sciences. The IOM committees on which she served were influential in setting national policy; one provided guidance about the federal Women, Infants and Children (WIC) program and the other recommended national guidelines for weight gain during pregnancy. The latter was released recently and received wide attention from scientists, clinicians and policymakers.

Dr. Siega-Riz is the only Hispanic tenured full professor in our School. Losing her would deal a major blow to our diversity at a time we are working hard to strengthen diversity. Since Hispanic populations are experiencing a major rise in obesity and great shifts in risks to mothers during pregnancy, her diversity as a person who studies reproductive issues in Hispanic and other populations is especially important. Sub-discipline diversity also is a critical issue since the reproductive epidemiology group lost several senior faculty members in the last three years.

In sum, Dr. Siega-Riz is viewed as one of, if not the, nation’s leading epidemiologist in the area of diet in pregnancy. She is an outstanding investigator, teacher, nutrition researcher and public health advocate for children and pregnant women. Her loss to the School and University would be unequivocally immediate and dramatic. It would severely affect teaching, student mentoring, and research for an important public health domain. She has great influence on the culture and sense of community of several departments and the School as a whole; her departure would be felt by many. We hope you will be willing to help us retain this outstanding faculty member.

We very much appreciate your consideration of this retention request for one of our strongest faculty members.

Sincerely Yours,

Barbara K. Rimer
Andrew F. Olshan, PhD
Chair and Professor, Epidemiology

June Stevens, PhD
Chair and AICR/WCRF
Distinguished Professor, Nutrition; Professor, Epidemiology

BKR/ml
Well, you can see the response from NICHD and AMSR's perspective on further follow-up. So, if we can't get the right "offer note" is it dead?
Thanks,
Andy

--------- Original Message ---------
Subject: Re: update
Date: Tue, 09 Mar 2010 12:13:14 -0500
From: Anna Maria Siega-Riz <siegariz@email.unc.edu>
To: Andy Olshan <andy_olshan@unc.edu>
References: <4B95AC0F.9000483@unc.edu>

Hi, so I emailed Germaine a question about the salary this morning. To be honest with you Andy I do not like playing this game and if I have to go for a formal offer I just want you to know that you may loose me in the long run. It feels very disingenuous to me to get through the steps and then not take it. You see that she mentions a committee that evaluate the CV and makes the decision on the amount.
AMSR

-----Original Message-----
From: Anna Maria Siega-Riz [mailto:siegariz@email.unc.edu]
Sent: Tuesday, March 09, 2010 7:53 AM
To: Louis, Germaine Buck (NIH/NICHD) [E]
Subject: RE: follow up

You also mentioned when I visited that there were two types of pay scale; a public health service one and then another that functioned on a minimum base with bonuses for reaching certain levels of productivity. The salary range that you mentioned on the phone to me of $185 to $192K was for which type? It is also not clear to me how the bonuses are made? It would help to have the different salary ranges and descriptions of the two types in writing since it is not the mechanism that I am familiar with.

RE: follow up Sender: Louis, Germaine Buck (NIH/NICHD) [E]
Recipient: Anna Maria Siega-Riz
Date: Today 10:55

There are two pay mechanisms for the position - GS or the general schedule which is has a much lower top salary cap than Title 42. Only a few people in the Division are GS(mostly staff) ...everyone else is Title 42. Right now, the other Branch Chiefs earn between 190-192ish (can't remember exactly). This reflects >25 years postdoc experience, but I will do my best for you as well. Again, final salary decision is the Title 42 Committee to ensure equity. Annual salary adjustments for Title 42 are merit based. The guidance comes out every year in the spring and normally allows justified increases ranging from 0-5%. However, the guidance varies from year to year, but is in the general ballpark. The larger the adjustment the greater the productivity the individual must show. Performance bonuses are merit based and reflect sustained outstanding performance for the year. Branch chiefs recommend bonuses and/or salary adjustments for
their branch members. Since I've been here (2000), there was never a year when there weren't bonuses or salary adjustments for deserving members. However, the ranges do vary in response to the country's budget.

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Anna Maria Siega-Riz, PhD, RD
Professor of Epidemiology and Nutrition
Associate Chair of Epidemiology
Fellow, Carolina Population Center

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Andrew F. Olshan, Ph.D.
Professor and Chair
Department of Epidemiology
2101B McGavran-Greenberg Hall
Gillings School of Global Public Health, CB#7435,
University of North Carolina
Chapel Hill, NC 27599

Email: andy.olshan@unc.edu
Ph: (919) 966-7424
FAX: (919) 966-2089
<table>
<thead>
<tr>
<th>Name</th>
<th>School</th>
<th>June 30 Salary</th>
<th>July 1, BD119 Increase</th>
<th>Present Salary</th>
<th>Requested Increase Amount</th>
<th>New Proposed Salary</th>
<th>% Inc over June 30</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anna Maria Siega-Riz</td>
<td>Public Health</td>
<td>120,645</td>
<td>5%</td>
<td>126,677</td>
<td>54,355</td>
<td>175,000</td>
<td>45.05%</td>
<td>Dr. Siega-Riz is being recruited as Epidemiology Branch Chief within the National Institute of Child Health and Human Development (NCIHD)</td>
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#REF!

#DIV/0!
EPA FACULTY OUT-OF-CYCLE SALARY INCREASE

| INSTITUTION: | The University of North Carolina at Chapel Hill |
| NAME: | Anna Maria Siega-Riz |
| RANK/TITLE: | Professor |
| DEPARTMENT: | Epidemiology |

| JUNE 30th SALARY: | $120,645 |
| Source(s): | State: $40,690 |
| | Non-State: $79,955 |

Note: Sources of Non-State Funds are usually grants, receipts, trust funds, endowments, medical faculty practice plan, etc.

| JULY 1st SALARY: | $120,645 |
| Source(s): | State: $48,654 |
| | Non-State: $71,991 |

(Increases from June 30th base salary)

| RECOMMENDED SALARY: | $175,000 |
| Source(s): | State: $27,269 |
| | Non-State: $147,731 |

(Increases from July 1st base salary as reflected in ARP)

| JUSTIFICATION: |
| Dr. Siega-Riz received a 5% promotional increase on 10/1/09 which took her salary to $126,677. The remaining increase request of $48,323 is for Retention. Dr. Siega-Riz is being recruited as Epidemiology Branch Chief with the National Institute of Child Health and Human Development (NICHD). |

| TOTALS: |
| TOTAL PERCENTAGE OF INCREASE FOR FISCAL YEAR: 45.05% |
| TOTAL AMOUNT OF INCREASE FOR FISCAL YEAR: $54,355 |

| APPROVAL INFORMATION: |
| The total percentage/amount of increase for Fiscal Year determines additional approval requirements: |
| 1) if ≥ 10% = UNC-CH BOT approval required |
| 2) if ≥ 15% AND ≥ $10,000 = UNC BOG approval required |
| 3) increases ≥ 25% also require appropriate Vice Chancellor or EVC & Provost Signature |
| (BOT = Board of Trustees / BOG = Board of Governors / EVC = Executive Vice Chancellor) |

Department / Center Head: [Signature] 3/19/2010 (date)

VC or EVC & Provost approval (when required): [Signature] 3/19/10 (date)

PROPOSED EFFECTIVE DATE: 4/10/2010

Revised 3/04/08