

DRAFT
BOARD OF TRUSTEES MEETING
The University of North Carolina at Chapel Hill

The Board of Trustees met in regular session on Wednesday, July 27, 2011, at The Carolina Inn, Chancellor Ballroom West, at 1:02 p.m. Vice Chair Hyde presided.

OATH OF OFFICE

The Honorable Willis P. Whichard, Former Associate Justice of the North Carolina Supreme Court, administered the Oath of Office to new and reappointed members of the Board:

New members:

W. Lowry Caudill
Steven J. Lerner

Reappointed members:

Phillip L. Clay
J. Alston Gardner
Sallie Shuping-Russell

ROLL CALL

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

Barbara R. Hyde, Vice Chair	Steven J. Lerner
Phillip L. Clay, Secretary	Sallie Shuping-Russell
W. Lowry Caudill	Edward C. Smith
Donald Williams Curtis	John L. Townsend III
John G. B. Ellison, Jr.	Felicia A. Washington
J. Alston Gardner	Mary Cooper
Wade H. Hargrove, Jr.	

Vice Chair Hyde opened the meeting by reading the following statement regarding the State Government Ethics Act:

"As Chair of the Board of Trustees, it is my responsibility to remind all members of the Board of their duty under the State Government Ethics Act to avoid conflicts of interest and appearances of conflict of interest as required by this Act. Each member has received the agenda and related information for this Board of Trustees' meeting. If any Board member knows of any conflict of interest or appearance of conflict with respect to any matter coming before the Board of Trustees at this meeting, the conflict or appearance of conflict should be identified at this time."

CONSENT AGENDA

Approval of Minutes

On motion of Mr. Townsend, seconded by Dr. Clay, the minutes of the regular meeting of May 25-26, 2011, were approved as distributed.

Ratification of Mail Ballots

On motion of Mr. Townsend, seconded by Dr. Clay, the following mail ballot dated June 13, 2011, was approved as distributed:

- Personnel actions, actions conferring tenure, compensation actions, and items for information.

(ATTACHMENT A)

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ELECTION OF OFFICERS

Vice Chair Hyde presented the slate of officers to the Board. Ms. Shuping-Russell moved approval of the following slate of officers for the term July 2011 to July 2012. The motion was duly seconded and it carried.

Wade H. Hargrove- Chair
Barbara R. Hyde- Vice Chair
Phillip L. Clay- Secretary
Brenda W. Kirby- Assistant Secretary

CHAIR'S REMARKS

Chair Hargrove expressed his appreciation to the Board and to the confidence they have placed in the current slate of officers. He mentioned the following:

- Difficult economic challenge;
- Exceptional student body;
- Athletic program;
- Chancellor Thorp's leadership- UNC continues its special role as the nation's leading public university;
- Thanked departing trustees; and
- Welcomed Dr. Caudill, Dr. Lerner, and Student Body President Cooper.

[A copy of Chair Hargrove's remarks is located in the Office of the Assistant Secretary.]

COMMITTEE CHAIR APPOINTMENTS

Chair Hargrove announced the following committee chair appointments for the 2011-2012 year. They remain unchanged from last year.

Sallie Shuping-Russell, Chair – Audit and Finance Committee
Phillip L. Clay, Chair – Buildings and Grounds Committee
Alston Gardner, Chair – University Affairs Committee

Chair Hargrove mentioned the following regarding Committee Assignments:

- We'll retain the Audit and Finance and the Buildings and Grounds committees.
- We're restructuring the former University Affairs Committee, which will become the Student Affairs Committee and the Academic Affairs and Personnel Committee.
- The Student Affairs Committee will focus on areas including student activities, student conduct, student services and student government.
- The Academic Affairs and Personnel Committee's areas will include admissions, student financial aid, intercollegiate athletics, and personnel and salary administration.
- With both committees, the intent is to increase the number of informational (not policy-related) agenda items so committee members will have more opportunities to meet and hear presentations from key members of the campus community and to learn about how the University operates.

CHANCELLOR'S REMARKS

Chancellor Thorp mentioned the following:

- **New Trustees.** Welcomed the new trustees to the Board.
- **National recognition – Carolina Watt Busters.** The Environmental Protection Agency Energy Star program recently featured our Carolina Watt Busters in full-page ads appearing in Newsweek, Forbes, Money and Kiplinger's Personal Finance. The winner will be announced November 1.
- **Prospective/Incoming Students.** The University received nearly 24,000 first-year applications -- a sixth consecutive record. The Office of Scholarships and Student Aid

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reports that applications for need-based financial aid this year are almost identical to where they were last year.

- **Faculty Research Funding.** Despite the challenging economy and the expiration of the federal stimulus funding, the high quality of our faculty's research and scholarship continued to attract impressive levels of outside contract and grant support.
- **Fundraising.** For the fiscal year that ended last month, our numbers will be up for both total gifts and commitments. In gifts alone, we estimate a total of about \$277 million, which would be our second-highest ever and up 3.3 percent from the previous year. New commitments came in at \$305.6 million, a 5 percent increase.
- **UNC Health Care.** 5 UNC Health Care specialties were ranked in the recent U.S. News & World Report "Best Hospitals" issue:
 - Ear, Nose & Throat – 20th
 - Gynecology – 30th
 - Pulmonology – 40th
 - Nephrology – 41st
 - Gastroenterology – 44th

Among specialty areas, cancer, urology and geriatrics were designated as "high performing," representing the top 25 percent of hospitals in their specialty nationally. This is the 19th year in a row that multiple specialties at UNC Hospitals have been included in U.S. News list. UNC Hospitals ranked #1 among Triangle hospitals in all 10 categories of the latest Hospital Consumer Assessment of Healthcare Provider Systems survey. We also earned Magnet recognition for our nursing care in late 2010, which places us among the top 6 percent of all U.S. hospitals.

- **Budget Update.** Earlier this month, we received our final cut numbers from General Administration for this fiscal year -- \$100 million, or 17.9 percent. Those are permanent reductions in our state appropriations. Our reduction will be offset by an additional \$20 million transfer of funds from the UNC Health Care System to help the University and the School of Medicine absorb the cuts. (UNC Health Care annually transfers funds to the School of Medicine for mission, academic and clinical support.)
- **Football update.** A lot has happened with the NCAA football investigation since we last met. We've kept you informed throughout the investigation, but receiving the letter of allegations was certainly a key marker in what is now a year-long look at our football program. We're working now to put together our response to the NCAA. That's due on Sept. 19. Then we'll go before the NCAA infractions committee on Oct. 28. New Faculty Chair, Jan Boxill, has agreed to pull together a group of respected faculty members who will help us consider changes or improvements to Carolina's Honor system. Regardless of our situation with football, it just makes good sense to seek ways to improve our commitment to honor and integrity.

STUDENT BODY PRESIDENT'S REMARKS

Ms. Cooper commented on what student government has been doing this summer:

- Working on being more efficient;
- Communication with students- making it more effective and interactive;
- Serving as Co-Chair of the Association of Student Government.

BUILDINGS AND GROUNDS COMMITTEE

Committee Chair, Phillip L. Clay, called on Bruce Runberg, Associate Vice Chancellor for Facilities Planning and Construction to present the following item for action. Mr. Ellison moved approval of the item. Ms. Hyde seconded the motion and it carried.

- **Designer Selection- Manning Substation Addition.** This project increases the capacity and reliability of the campus electric infrastructure with the addition of 3000KVA switchgear

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equipment to the existing Manning Drive Substation. The total project budget is \$3.0M and will be funded by Energy Services Receipts. The committee recommended the selection of the three firms in the following priority order:

- | | |
|-------------------------------|-----------------|
| 1. Affiliated Engineers, Inc. | Chapel Hill, NC |
| 2. RMF Engineering, Inc. | Raleigh, NC |
| 3. Jacobs | Cary, NC |

Affiliated Engineers, Inc. was recommended because of the strength of its team and its recent and relevant experience.

(ATTACHMENT B)

The following items were presented for information only (no formal action was requested at this time).

• **Semi-Annual Report on Capital Improvement Projects.** Bruce Runberg, Associate Vice Chancellor for Facilities Planning and Construction, updated the committee on the capital improvement projects.

(ATTACHMENT C)

• **Semi-Annual Report on Leases.** Gordon Merklein, Executive Director of Real Estate Development, updated the committee on leases.

(ATTACHMENT D)

• **Carolina North Update.** Anna Wu, Director of Facilities Planning, reported on the following:

- Submitting Annual report to Town of Chapel Hill and Town Council. The Army Corp of Engineers permit is in process.
- Draft document for conservation easements is being finalized.
- Received planning authority for Research Building, request for trustees to participate in the designer selection process.

AUDIT AND FINANCE COMMITTEE

• **Annual Audit Certification Letter Process.** Phyllis Petree, Director of Internal Audit, presented the Annual Audit Certification Letter to the committee. This letter satisfies a UNC Board of Governors requirement for the Audit and Finance Committee to certify in writing that they:

- Formally approved the annual internal audit plan (done in September 2010);
- Received at least four reports relative to internal audit matters from the Director of Internal Audit (presentations made in July and September 2009 and January, and May 2010)
- Received and reports with corrective action plans from projects with significant reportable conditions. There were none but Board members receive copies of all internal audit reports;
- Reviewed or discussed results from audits and reviews performed by the North Carolina Office of the State Auditor; and
Reviewed audits and management letters for University Associated Entities.

Ms. Hyde moved approval of the certification letter process. Dr. Clay seconded the motion and it carried.

(ATTACHMENT E)

• **Transfer to the University of the Endowment's Distribution.** Vice Chancellor Mann presented for approval the transfer to the University of the Endowment's Distribution. The

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Board of Governors requires that the Trustees approve transfer of Endowment income to the useful possession of the institution. The Board of Trustees of the Endowment Fund has already approved, by mail ballot, the proposed transfer for University expenditure during the 2011-2012 fiscal year.

Ms. Washington moved approval of the transfer. Mr. Hargrove seconded the motion and it carried.

(ATTACHMENT F)

The following items came to the committee for information only (no formal action was requested at that time).

• **Remarks from the Employee Forum Vice Chair.** Marc ter Horst spoke about accomplishments during the 2010-2011 year. He highlighted the following:

- Assisted in the search committee for the Provost;
- Aided housekeepers to voice their concerns to the Administration;
- Supported the UNC System Staff Assembly Food Drive, breaking a Guinness World Record;
- Created a community garden; and
- Partnered with Habitat for Humanity Build a Block campaign.

[A copy of Mr. ter Horst's remarks is located in the Office of the Assistant Secretary.]

• **Budget Update.** Richard Mann and Bruce Carney reported on the status of the budget for FY 2011-2012. Vice Chancellor Mann highlighted total revenues, state appropriations, budget cuts, and additional funding. Provost Carney highlighted faculty retention fights and peer comparison statistics.

Committee Chair Shuping-Russell made the following statement for the record:

Last Saturday, the WSJ columnist Jason Zweig discussed what is going on in Washington not as a "Black Swan" event, but rather a "Neon Swan" event. As you know, a Black Swan event is one that is "very rare, unpredictable in advance as they are inevitable in hindsight." A Neon Swan, Zweig asserts, is an event "that is unthinkable rare, immensely important, and blindingly obvious." What we have in the state of NC regarding its support of higher education is a Neon Swan event.

Over the past 2 years -- and excluding this coming year's budget -- UNC-CH has forfeited \$100mm in recurring revenues. Let me repeat that: \$100mm in recurring revenue that won't come back. It's like compound interest. If your base drops, it has to make up more than the loss to get back to where you were.

This cannot continue if we are to preserve the intent of the State's forefathers who had the vision to insist that the people of NC have access to a quality college education. Unless we want "quality" higher education to be something only the wealthy can afford, this state has to return to its historic, strong tradition of preparing its citizens to lead tomorrow by having one of the best higher education opportunities in America.

This is a Neon Swan moment. It's blindingly obvious. We must all continue to send that message to Raleigh so that the State of North Carolina can continue its historic leadership to sustain public higher education. We have to stay engaged and involved with our legislators and we must continue to do our best to educate tomorrow's leaders for the State of NC, the nation and the world.

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A copy of the PowerPoint presentation is located at: <http://www.unc.edu/depts/trustees/>
 A copy of the presentation is also filed in the Office of the Assistant Secretary.

• **Development Report.** Matt Kupec, Vice Chancellor for University Advancement, provided an update on Development. His report included the following highlights:

- FY11 Final Report

	<u>6/30/11</u>	<u>6/30/10</u>	<u>% change</u>
○ Gifts Received	\$277,024,332	\$268,128,131	3%
○ Donors	76,147	73,253	4%
○ Total committed (new cash & pledges)	\$305,564,778	\$292,018,636	5%

- NOTES
 - \$280,488,199 proposals in the pipeline.

A copy of the PowerPoint presentation is located at: <http://www.unc.edu/depts/trustees/>
 A copy of the presentation is also filed in the Office of the Assistant Secretary.

UNIVERSITY AFFAIRS COMMITTEE

The following items were presented to the committee for information only (no formal action was requested at that time).

• **Chair's Comments-** Mr. Gardner commented that we are keenly aware of the competition for jobs, and every economist will tell you that the one factor that determines success is a commitment to education. He also spoke about the reorganization of committee for upcoming meetings. Currently, there no governance responsibilities for the UA Committee, and we have been reactive in our activities. In order to change that, we need to sharpen our focus and become more strategic and proactive in our approach. We would like to split the student affairs from the faculty affairs and move forward separately. Chair Gardner asked the trustees for their input within 5 days to discuss how to restructure the committee most effectively.

- **Provost Remarks-** Bruce Carney reported on the following:
 - Dean of Journalism search is near closure.
 - *Peers-* We will soon submit to UNC General Administration an analysis of our current public and private peers, with a recommendation to replace one from each class. Discussions with GA should follow shortly thereafter. This is a necessary first step to evaluating our relative salaries, retention and graduation rates, and tuition levels.
 - *Budget issues-* Our total budget cut for 2011-2012 was \$100.7M. Thanks to a one-time allocation from the Health Care System of \$20M, we did not have to cut the full amount for the year, but we face a \$20M shortfall for 2012-2013 if the state appropriation remains constant. The State did appropriate significant funds for Repair and Renovation, which would provide \$11M to offset our most critical needs. However, those funds are being held back.
 - *Accreditation-* UNC is accredited by SACS, the Southern Association of Colleges and Schools. Our ten-year full review took place almost five years ago, and a mid-term review is scheduled for this academic year. A team has been formed and will deliver the report to SACS in March.
 - *Academic Plan-* I have reconstituted the Academic Plan Steering Committee, retaining some of the original members and adding some new people, including two new co-chairs. They are Alice Ammerman from the School of Public Health,

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and Regina Carelli from the College of Arts and Sciences. I will meet with the committee to help assess the short-term priorities of the Plan and enact some of its recommendations, despite the budget problems.

MOTION TO CONVENE IN CLOSED SESSION

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

CLOSED SESSION

REPORT OF THE AUDIT & FINANCE COMMITTEE

Report of the Naming Committee

Matt Kupec presented naming recommendations to Committee of the Whole.

Ms. Shuping-Russell moved approval of the naming report and it carried. [A copy of the Report of the Naming Committee is filed in the Office of the Assistant Secretary.]

REPORT OF THE UNIVERSITY AFFAIRS COMMITTEE

Mr. Gardner, Committee Chair, presented the personnel and salary approvals dated July 18, 2011, for the Board's consideration. The actions will be voted on in open session.
(ATTACHMENTS G-H-I-J)

LEGAL ADVICE

General Counsel Leslie Strohm advised the Board on several legal matters.

EXECUTIVE CLOSED SESSION

Chair Hargrove convened the Board in Executive Closed Session to discuss personnel and legal matters.

DEEP EXECUTIVE CLOSED SESSION

Chair Hargrove convened the Board in Deep Executive Closed Session to discuss further personnel and legal matters.

RECONVENE MEETING IN OPEN SESSION

Chair Hargrove reconvened the meeting in open session.

OPEN SESSION

REPORT OF THE UNIVERSITY AFFAIRS COMMITTEE

Mr. Gardner, Committee Chair, moved approval by the Board of the following personnel actions dated July 18, 2011, which were discussed earlier in closed session. The motion was duly seconded and it carried.

- Personnel Actions and Actions Conferring Tenure.
(ATTACHMENT G)
- Compensation Actions.
(ATTACHMENT H)

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- For Information. (ATTACHMENT I)
- Walk-on Item. (ATTACHMENT J)

Chair Hargrove stated that the personnel and salary actions voted on in open session had been distributed to the press.

ADJOURNMENT

There being no further business to come before the Board, Chair Hargrove adjourned the meeting at 6:17 p.m.

Assistant Secretary

ATTACHMENT B

DESIGNER SELECTION – RESEARCH BUILDING AT CAROLINA NORTH

This project provides a new 225,000 SF building to bring together discrete research units currently housed in off-campus space. The building will foster collaboration and synergy and allow the research units to benefit from functional and spatial efficiencies.

The project budget is \$65 M and is funded by the University.

This project was advertised on July 15, 2011. Thirty-five proposals were received. Six firms were interviewed. A member of the Board of Trustees did participate in the interviews.

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

1. Leers Weinzapfel Associates Boston, MA
2. Elkus Manfredi Architects Boston, MA
3. Ayers Saint Gross Baltimore, MD

Leers Weinzapfel Associates was recommended because of its recent and relevant experience and strength of its team.

RECOMMENDED ACTION

A motion to approve the three firms in the above priority order.

LEERS WEINZAPFEL ASSOCIATES

75 Kneeland Street
Boston, Massachusetts 02111
T 617.423.5711 F 617.482.7257
www.lwa-architects.com

■ August 12, 2011

Ms. Diane Gillis
Facilities Architect, Facilities Planning
University of North Carolina at Chapel Hill
Giles F Horney Building, Campus Box, 1090
Chapel Hill, NC 27599

Re: Research Building at Carolina North - Proposal

Dear Diane:

The challenge of creating the first building at the Carolina North campus is an intriguing opportunity to fully imagine a new community of scholars and researchers, at the transformed the present airfield. The task will be to create a vibrant and highly efficient research environment, as well as an architectural presence that will set a high standard for development to come.

Our firm and our proposed team are a good fit for the expectations for this flagship project. We have a distinguished national reputation for creating award-winning contemporary university buildings which are highly responsive to their surroundings, integrated with the landscape, and welcoming to their users. Our previous work on the Chapel Hill campus at the FedEx Global Education Center has given us an invaluable insight going forward into the character of the landscape and its buildings, the values of the Trustees, administration, faculty, and students, and the process of achieving a successful project.

We have assembled a team precisely suited to the Carolina North Research Building project. Leers Weinzapfel Associates, Boston MA will be Lead Designer and Architect of Record. Our Project Manager will be Senior Associate Joe Raia, who has led several of our most technically complex university projects, including the Brown Cognitive, Linguistic, and Psychological Sciences Building, the Harvard Library Services Building, and the University of Pennsylvania Gateway project. His depth of experience and ability to coordinate a large team of consultants from programming through construction with calm efficiency is appreciated by many clients. I will be leading the design team and meeting regularly with you, bringing my vision and perspective from years of designing with educational clients in demanding campus settings, including the recently completed MIT Media Lab. Principal Josiah Stevenson will lead our group's focus on sustainable design strategies, as he has in several of our recent civic buildings.

Our core team will also include Michael Van Valkenberg of MVAA Landscape Architects Cambridge MA, nationally distinguished campus designers, Louis Cherry of Ratio Architects Raleigh NC, known for design excellence in their higher education and research building projects, and Paul Stoller of Atelier Ten New York NY, internationally respected creative environmental design consultants. CLH Design civil engineers in Raleigh, and Cosentini Associates Cambridge MA/Bass Nixon and Kennedy Raleigh NC mechanical engineers, both of whom worked with us on the FedEx Global Education Building will join our team again, as will Faithful and Gould, Boston MA cost estimators. CLH Design has worked extensively with Ratio Architects, and LHC Structural Engineers of Raleigh, who will complete our team. We have worked for over 20 years with MVVA and more recently with Atelier Ten.

I believe our firm and its partners will be a high-quality, hands-on match for the multi-dimensional challenge of the Carolina North's first Research Building. It would be a great honor to continue our creative association with UNC, and to contribute to its newest mission.

Sincerely,



Andrea P. Leers, FAIA
Principal

Appropriate Expertise

As Lead Designer and Architect of Record, Leers Weinzapfel Associates is an excellent match for the challenge. Our special strength is to create vibrant, forward looking architecture, conceived in the ensemble of campus buildings, and in harmony with its setting. On campuses as diverse as Harvard, MIT, University of Pennsylvania, Princeton, The Ohio State University, and University of Cincinnati, we have created modern buildings of distinction which sit comfortably with their neighbors of earlier eras and within their particular landscapes.

The two significant challenges for the first Research Building at the new Carolina North campus are 1) to set the standard for an enduring high quality of architecture and landscape design, and 2) to create a dynamic and flexible research environment which encourages collaboration and innovation.

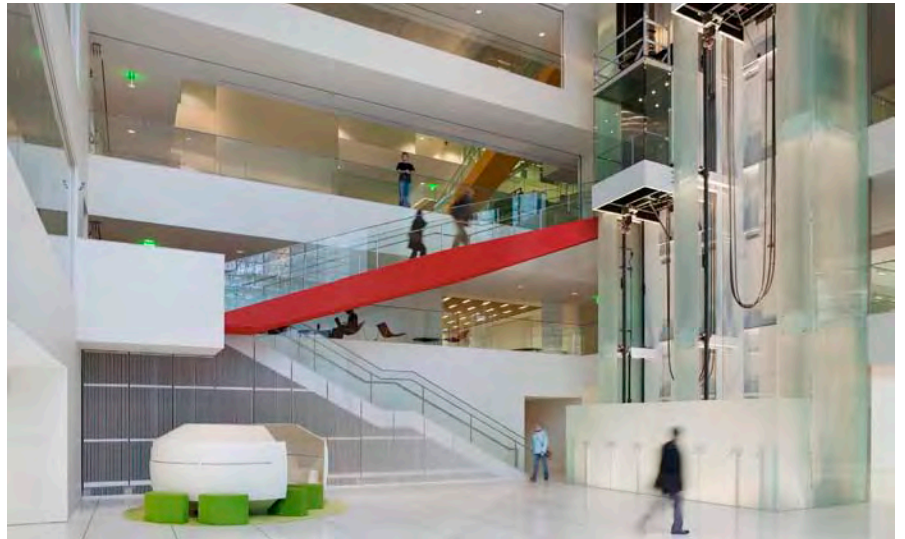
At the **FedEx Global Education Center** on the Chapel Hill campus, we took our inspiration from the landscape characteristics of the site- a hilly ridge sloping down to the campus, and a stand of mature trees. The building floats along the ridge embracing the grove of trees with an outdoor terrace and corresponding indoor Commons around which all activities are centered. With its simple and refined palette of materials- brick, glass, zinc- it is a distinct modern presence sensitively woven into the landscape with an easy flow of interior and exterior space.



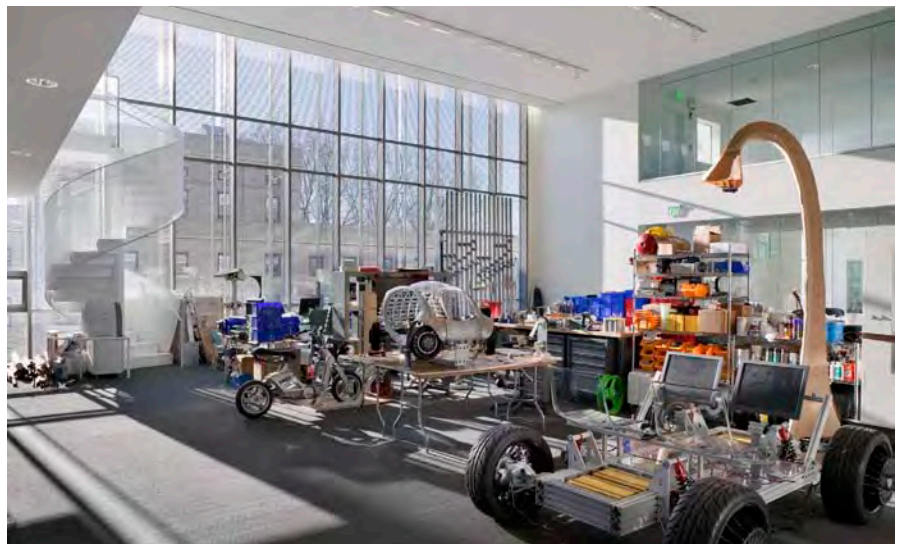
FedEx Global Education Center

In a very different setting, we were fortunate to be partners in the design of one of the most innovative research environments in world- the MIT Media Lab. As Associated Architects with Fumihiko Maki of Tokyo, we created the most recent addition to the extraordinary MIT/Kendall Square complex of academic and industry collaborative research. The concept for the Media Lab is a series of workspace laboratories for design and computational research clustered around a tiered atrium space with multiple opportunities for informal meeting, discussion, and exchange. The spaces are infused with light and transparency, encouraging visual as well as physical connectivity.

As 2007 AIA Firm Award winners, we were honored for the strength and refinement of our technically complex work, as well as its responsiveness to place and program. These are the qualities most needed to create the first building at the new campus combining innovation and respect for Carolina traditions.



MIT Media Lab multi-level atrium



MIT Media Lab double height laboratory



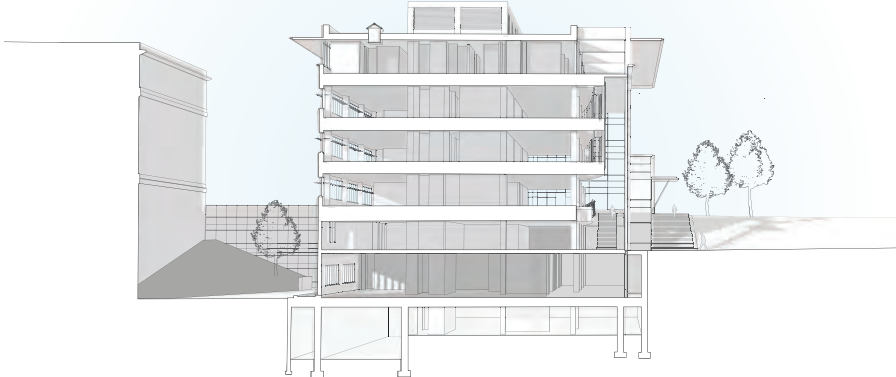
UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL RESEARCH BUILDING AT CAROLINA NORTH

University of Cincinnati University Pavilion

Cincinnati, Ohio



LEERS WEINZAPFEL ASSOCIATES ARCHITECTS



UNIVERSITY OF CINCINNATI UNIVERSITY PAVILION

CONSTRUCTION MANAGER AT RISK SELECTION – CRAIGE PARKING DECK EXPANSION

This project constructs three levels to the existing Craige Parking Deck and adds approximately 900 spaces to the deck.

The project budget is \$24 M and is funded by Parking receipts.

This project was advertised on June 20, 2011. Sixteen 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. Lend Lease, Inc. | Durham, NC |
| 2. Brasfield + Gorrie, LLC | Raleigh, NC |
| 3. Rodgers Builders | Charlotte, NC |

Lend Lease, Inc. 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.



RECEIVED
UNC FACILITIES PLANNING
2011 JUL 28 PM 1:31

July 28, 2011

Mr. Jerry U. Guerrier, Architect
Facilities Planning
University of North Carolina at Chapel Hill
CB1090, Giles F. Horney Building
103 Airport Drive
Chapel Hill, NC 27599-1090

Dear Mr. Guerrier:

Please accept this Letter of Transmittal from Lend Lease (US) Construction, Inc. in response to the Request for Proposal for Construction Manager at Risk for the Craige Parking Deck Expansion.

Enclosed please find the following documents:

- Four hard copies and one CD-ROM of our proposal
 - Table of Contents
 - Executive Summary
 - Section 1 – Profile of Proposer
 - Section 2 – Qualification Questionnaire
 - Appendices
 - Letter from Surety Company
- One hard copy of our Audited Financial Statement under separate sealed envelope

Thank you for your consideration of this proposal. We look forward to hearing from you.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Thomas Plant".

Thomas Plant
Director of Operations, Vice President
Lend Lease (US) Construction Inc.

tom.plant@lendlease.com
direct number: 919.680.5114

cc: file
encl

Lend Lease (US) Construction Inc.
324 Blackwell Street
Suite 130
Durham, NC 27701

Telephone 919 680 5100
Facsimile 919 680 5199

www.lendlease.com



Executive Summary

Table of Contents

Section 1

Profile of Proposer

Section 2

Qualifications Questionnaire

Appendices

A - Letter from Surety Company

Documents Provided Under Separate Sealed Envelope

Audited Financial Statement

Lend Lease's Raleigh-Durham office is excited to be able to summarize our value to UNC Chapel Hill for the Craige Parking Deck Expansion project. We have listened closely as you have expressed your concerns about coordinating the schedule to limit the impact to campus activities and focusing on the ultimate safety of every student, faculty and staff member, worker and visitor on the UNC Chapel Hill campus. While recognizing the value to maximize parking revenues during the vertical expansion of the Craige Parking Deck, we also recognize the sensitivity of the local residents (light, noise, etc.) and the complexity of the entire project; however, we will not stop there.

We have assembled and organized a team that is known for bringing innovative solutions to the table, refining them with all stakeholders and then safely and reliably implementing them as envisioned. This local team has worked together on numerous projects for higher education institutions in North Carolina and has experience in both occupied and vacant vertical expansion projects and large scale parking deck structures.

Lend Lease has completed 200 vertical expansions and more than 100 parking decks nationwide.

Our core team members are local and most of them have been actively involved the UNC Bell Tower Development project; this team knows the CM @ Risk state construction process and they have developed relationships at UNC Chapel Hill that will facilitate coordination, collaboration and success on the Craige Parking Deck Expansion project.

Project Team

Our key personnel include Richard McNeill, Jeff Bose, Wil Whittington, JD Coomer, Steve Loneman and Jay Mosier. Support will also be provided by Patrice Gilmore, Brooke Hathaway and Dee Richardson. In addition to our in-house experts, we have added the expertise and resources of our Historically Underutilized Business (HUB) certified external partner.

- **Structure Building Company** - a North Carolina HUB certified contractor established in 2000, who will provide preconstruction and construction support for the team. Team members from this partner include Jonathan Farrar, Elijah Freeland and Delois King.



HUB – Mentor-Protégé

We proposed a comprehensive HUB Plan to ensure participation goals are achieved. This approach continues the mentor-protégé arrangement that the Raleigh-Durham office began with UNC on the Bell Tower project, which has been recognized by the UNC Chapel Hill HUB Coordinator as an exceptional program and has been called a "best practice that is outstanding" and has exceeded the University's expectations. Current HUB participation on the Bell Tower project is 18% and it is anticipated that the final participation will be 20%. Lend Lease has teamed with Structure Building Company in a mentor-protégé partner for this project. (Please see *Minority Participation sections for more information*).

Executive Summary

Craige Parking Deck Expansion



The Raleigh-Durham Lend Lease office is a proven partner to UNC Chapel Hill. We understand all elements of this project and we will manage the entire project to a successful conclusion. We will be transparent and you will be apprised of every step we take; we will take them together. We understand there are time sensitive requirements for some aspects of this project and will focus on them first.

Our exceptional local talent enjoys working with your outstanding team in an atmosphere of mutual respect and collaboration. There is no limit to what we can accomplish together.

We ask for the opportunity to work with you again and continue what we consider to be an excellent partner-client relationship.

Current Work Load

We have the capacity to fully undertake the Craige Parking Deck Expansion project and will commit our local top talent to the project and to UNC Chapel Hill.

Legal / Technical Issues

Lend Lease has no significant legal or technical issues in North Carolina on current or past projects.

Project Approach

We commit to an open and transparent process in which we will work collaborative with all parties to determine the best possible outcomes for UNC Chapel Hill. We will not just raise issues during preconstruction activities; we will roll up our sleeves and work towards solutions that provide lasting and sustainable value. We will actively support Little Diversified by providing quick, reliable constructability and costing feedback. We will work closely with UNC Chapel Hill to provide accurate information early in the process allowing critical decisions to be made with confidence. Our approach includes the following:

- Understand and ensure program requirements and incorporated into design and construction documents.
- Provide guidance and support for all permitting and inspections requirements.
- Support UNC Chapel Hill and Little Diversified to find the best solutions for this project.
- Provide detailed constructability reviews and provide value analysis.
- Monitor the budget including design decision impacts and track all changes.
- Develop site logistics plans that ensure safety for all.
- Build support for the project in the HUB community and exceed HUB goals.
- Develop a comprehensive master schedule for design, procurement, construction and closeout.
- Ensure the project is completed with no accidents, within budget and on time.
- Provide a quality plan that meets all stakeholders expectations.

We Fully Understand

- Working with UNC Chapel Hill Stakeholders
- Vertical Expansion Projects
- Parking Decks
- Importance of Pre-Construction Services
- Urban Approach to Design & Construction
- Consideration for Nearby Residents & Communities
- Logistics for Pedestrian & Vehicular Traffic
- Phasing of Occupied Spaces
- Multi-level Concrete Structures
- Tight Sites that Must Remain Operational
- State of North Carolina CM at Risk Process
- Safety & Protection of Every Person On or Near the Site
- Diversity Goal of 25% Utilization of HUBs
- Stainability Focus and LEED Requirments

Profile of Proposer

1. A Proposer, to be considered, must have a minimum of five (5) years of experience as a Construction Manager or General Contractor. Construction management experience gained by key personnel proposed for this project during previous employment in providing Pre-Construction and Construction Phase Services may be considered in meeting this minimum experience requirement.

Lend Lease has been providing construction services in North Carolina for more than **93 years**. The Lend Lease Raleigh-Durham office will manage this project under the leadership of Richard McNeill Project Director, who is a North Carolina native, works locally in our Raleigh/Durham office and has ample experience in building both parking decks and multi-level concrete structures.

University facilities, although structurally similar to the buildings we construct for our corporate clients, differ due to their unique purpose and manner in which they are governed, staffed and financed. These differences contribute to a very specialized set of priorities, needs and concerns.

Lend Lease is sensitive to these unique challenges and other special requirements such as protecting ongoing operations from disruption, completing projects on time and budget and especially above all - providing a safe environment for all students, faculty and staff, workers and visitors. Our direct knowledge of campus constraints typifies the wealth of experience and track record of excellence that we will bring to this project.

In just the past 20 years, Lend Lease has successfully provided pre-construction, construction and program management services totaling more than \$7.5 billion in higher education facilities. Many of these programs, while seemingly large, often encompassed smaller projects and repeat assignments - a testament to our experience, abilities and dedication.

This vast experience with higher education projects allows us to inform the client on the opportunities and challenges that exist with a comprehensive approach to managing institutional master planning and building programs.

Please see the following Qualification Questionnaire section for detailed project sheets for our representative projects. The projects presented represent a cross section of planning, building, commissioning and start-up expertise that Lend Lease has developed working on projects in North Carolina since 1917.



Key Experience

	Richard McNeill Project Director	Patrice Gilmore Diversity Manager	Jeff Bose Project Manager	Will Whittington Assistant Project Manager	Steve Loneman Pre-Construction Manager	Jay Mosier Assist. Pre-Construction Mgr.	J D Coomer Superintendent	Brooke Hathaway EH&S Superintendent
Vertical Expansion	✓		✓		✓		✓	✓
Multi-Level Concrete Structures	✓	✓	✓	✓	✓	✓	✓	✓
Parking Decks	✓	✓	✓		✓	✓	✓	✓
CM @ Risk	✓	✓	✓	✓	✓	✓	✓	✓
Dense Urban Surroundings	✓		✓	✓	✓	✓	✓	✓
UNC Chapel Hill Experience	✓	✓		✓	✓	✓	✓	✓

ATTACHMENT D

SITE APPROVAL – RESEARCH BUILDING AT CAROLINA NORTH

This project provides a new 225,000 SF building to bring together discrete research units currently housed in off-campus space. The building will foster collaboration and synergy and allow the research units to benefit from functional and spatial efficiencies.

The project budget is \$65 M and is funded by the University.

The Chancellor's Buildings and Grounds Committee approved the site at its September, 2011 meeting.

RECOMMENDED ACTION

A motion to approve the site.



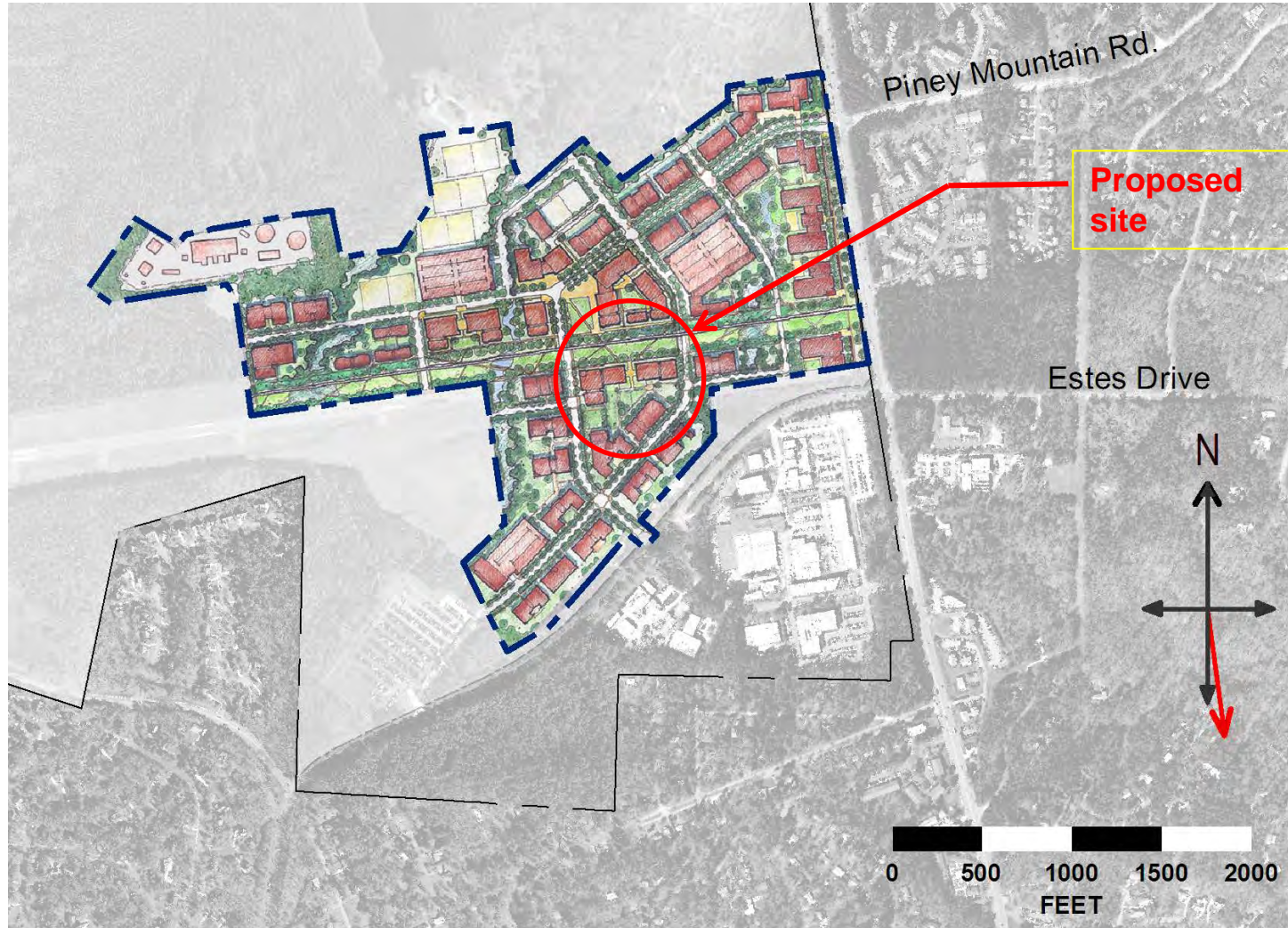
THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Attachment C

Site Selection Research Building at Carolina North

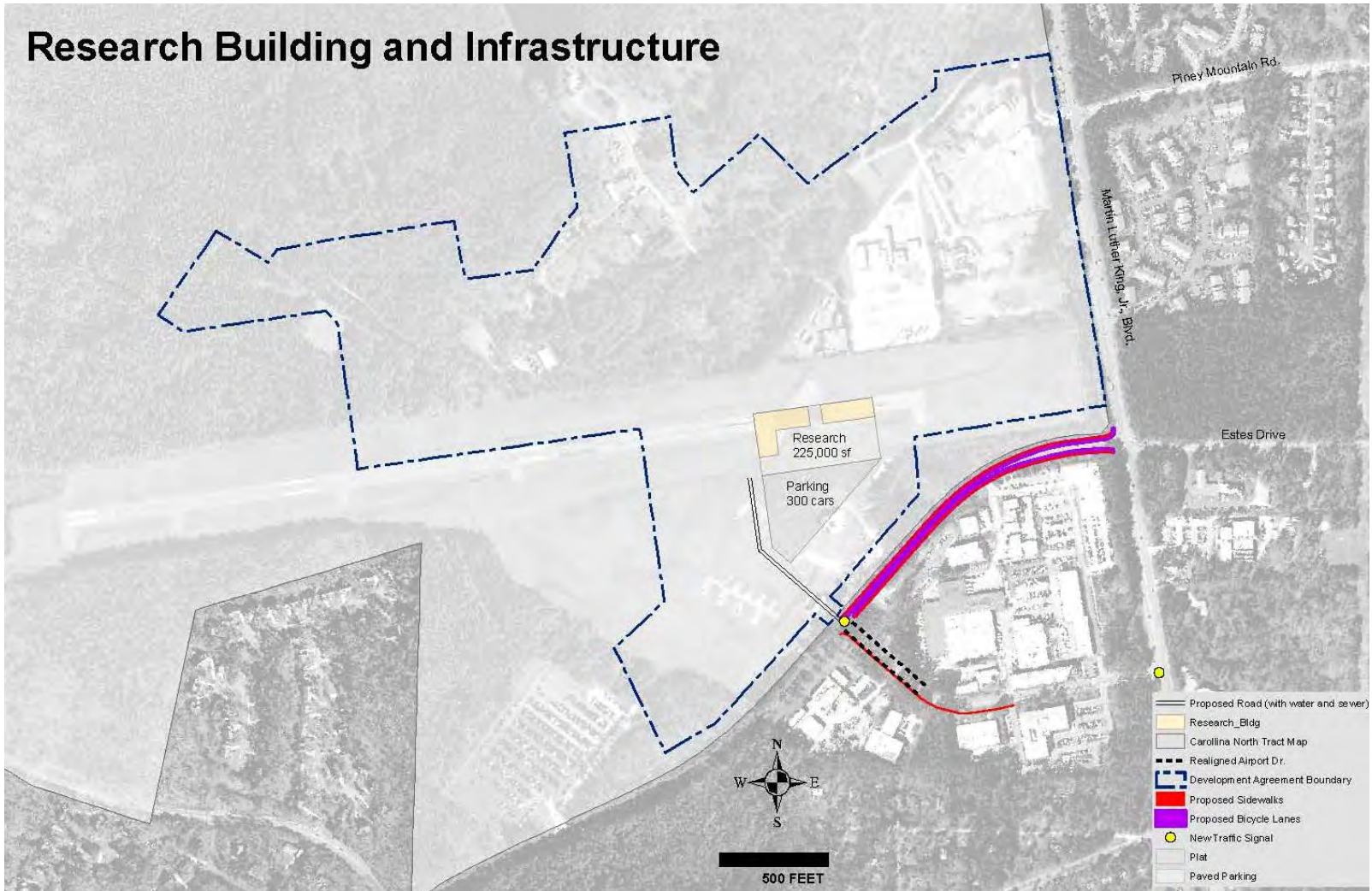


Research Building at Carolina North





Research Building at Carolina North



ATTACHMENT E

SITE APPROVAL – PAUL J. RIZZO CENTER PHASE III

This project provides a new 81,000 SF addition to McLean Hall with parking to increase classroom and residential space at the Paul J. Rizzo Conference Center for the Kenan-Flagler Executive Development program.

The project budget is \$31M and is being developed by the Kenan-Flagler Business School Foundation.

The Chancellor's Buildings and Grounds Committee approved the site at its September, 2011 meeting.

RECOMMENDED ACTION

A motion to approve the site.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Attachment D

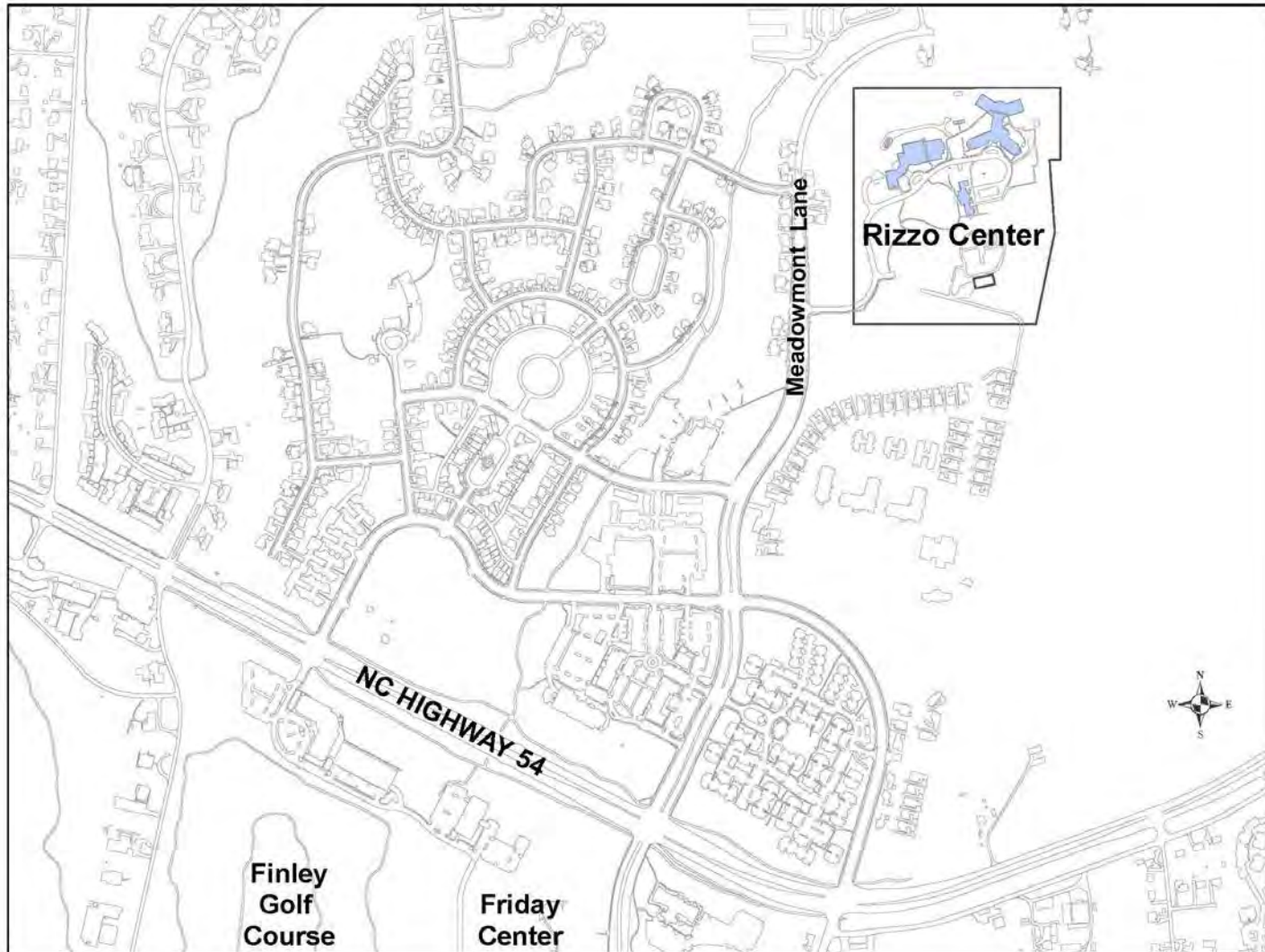
Site Selection

Paul J. Rizzo Center Phase III



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Paul J. Rizzo Center Phase III Location Map





THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Paul J. Rizzo Center Phase III Aerial Site



ATTACHMENT F

SITE APPROVAL – UNC HOSPITALS PARKING SERVICES BUILDING

This project provides a 2,700 SF building across from the entrance to the UNC Children's Hospital to serve as a parking services center for UNC Hospitals parking lots and valet parking staff. The building will contain offices, a public service counter and support spaces.

The project budget is \$750K and is funded as part of the UNC Cancer Hospital project.

The Chancellor's Buildings and Grounds Committee approved the site at its September, 2011 meeting.

RECOMMENDED ACTION

A motion to approve the site.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Attachment E

Site Selection UNC Hospitals Parking Services Building



Campus Master Plan

Project Site





THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

UNC Hospitals Parking Services Building Existing Site





THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

UNC Hospitals Parking Services Building Site Photos



ATTACHMENT G

PRELIMINARY DESIGN REVIEW – PAUL J. RIZZO CENTER ADDITION

This project provides a new 81,000 SF addition to McLean Hall with parking to increase classroom and residential space at the Paul J. Rizzo Conference Center for the Kenan-Flagler Executive Development program.

The project budget is \$31M and is being developed by the Kenan-Flagler Business School Foundation.

The Chancellor's Buildings and Grounds Committee reviewed the project at its September, 2011 meeting.

The design is presented to the Board of Trustees for review and comment.

No formal action is requested at this time.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Attachment F

Preliminary Design Review

Paul J. Rizzo Center Phase III



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Paul J. Rizzo Center Phase III Site Plan





THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Paul J. Rizzo Center Phase III Courtyard Elevation





THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Paul J. Rizzo Center Phase III Courtyard Elevation





THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Paul J. Rizzo Center Phase III Courtyard Elevation





THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Paul J. Rizzo Center Phase III Rear Elevation



ATTACHMENT H

PRELIMINARY DESIGN REVIEW – UNC HOSPITALS PARKING SERVICES BUILDING

This project provides a 2,700 SF building across from the entrance to the UNC Children's Hospital to serve as a parking services center for UNC Hospitals parking lots and valet parking staff. The building will contain offices, a public service counter, support spaces and open space improvements.

The project budget is \$750 K and is funded as part of the UNC Cancer Hospital project.

The Chancellor's Buildings and Grounds Committee reviewed the project at its September, 2011 meeting.

The design is presented to the Board of Trustees for review and comment.

No formal action is requested at this time.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Attachment G

Preliminary Design Review UNC Hospitals Parking Services Building



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

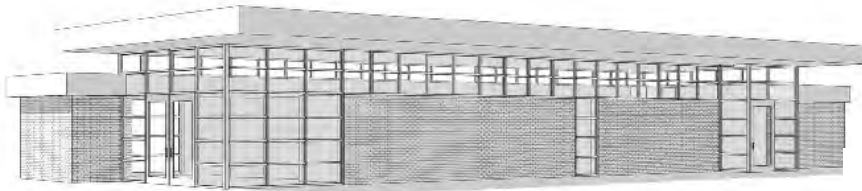
UNC Hospitals Parking Services Building Site Plan



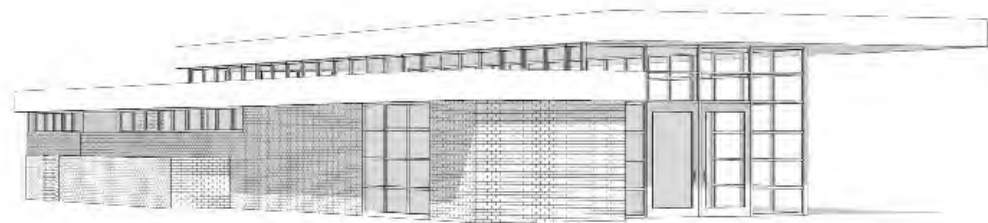


THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

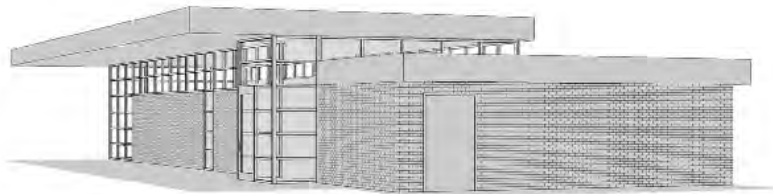
UNC Hospitals Parking Services Building Elevations



5 Northeast View
A5.0



7 Southeast View
A5.0



6 Northwest View
A5.0



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

ATTACHMENT I

OFFICE OF THE
CHANCELLOR

103 SOUTH BUILDING
CAMPUS BOX 9100
CHAPEL HILL, NC 27599-9100

T 919.962.1365
F 919.962.1647
brenda_kirby@unc.edu

BRENDA KIRBY
Secretary of the University

September 22, 2011

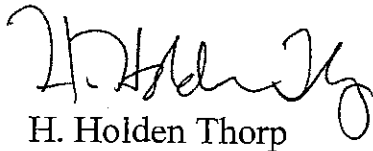
Commissioner John D. Swofford
Atlantic Coast Conference
P.O. Drawer ACC
Greensboro, NC 27417-6724

Dear Commissioner Swofford:

Enclosed is the signed 2011-12 Atlantic Coast Conference Governing Board Certification Form.

The Chairman of the University of North Carolina at Chapel Hill Board of Trustees signed the form after the Board members reviewed the policy during their meeting on September 22, 2011.

Sincerely,



H. Holden Thorp

hwg

Enclosure

9/26/11
140



Atlantic Coast Conference

Governing Board Certification Form Academic Year 2011-12

As Chairman of the Governing Board at University of North Carolina, I attest that:

- 1) Responsibility for the administration of the athletics program has been delegated to the Chief Executive Officer of the Institution.
- 2) The Chief Executive Officer has the mandate and support of the board to operate a program of integrity in full compliance with NCAA, ACC and all other relevant rules and regulations.
- 3) The Chief Executive Officer, in consultation with the Faculty Athletics Representative and the Director of Athletics, determines how the institutional vote shall be cast on issues of athletic policy presented to the NCAA and the ACC.

Date Presented to the Governing Board: September 22, 2011

Signed: _____

(Chairman of the Governing Board)

Signed: _____

(CEO of Member Institution)

Please return completed form before **October 14, 2011** to:

Commissioner John D. Swofford
Atlantic Coast Conference
4512 Weybridge Lane
Greensboro, NC 27407

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

North Carolina General Statute 116-36 and Board of Governors' regulations require that the Board of Trustees elect the membership of the Endowment Board of Trustees. There are two (2) vacancies. Attached is a chart showing the names and terms of the current Endowment Trustees. The nominees for each vacancy are shown in bold on the chart.

RECOMMENDED ACTION

A motion to elect Nelson Schwab and Max Chapman to the Board of Trustees of the Endowment Fund each for a three (3) year term ending in 2014.

THE BOARD OF TRUSTEES OF THE ENDOWMENT FUND OF
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

MEMBERSHIP – MINIMUM 6; MAXIMUM 9
(three year term)*

MEMBERS ELECTED BY BOARD OF TRUSTEES

	TERM
Chairman Board of Trustees	(Ex-Officio)
Chancellor	(Ex-Officio)
Sallie Shuping-Russell	(Ex-Officio)
John Townsend	2012
Peter Grauer	2012
Bill Harrison	2013
John Ellison	2013
<u>Nelson Schwab</u> (vacancy created by expiration of term of Nelson Schwab)	2014
<u>Max Chapman</u> (vacancy created by expiration of term of Sallie Krawcheck)	2014

* Effective with appointments after July 26, 1996, individuals are eligible for a maximum of two consecutive 3 year terms. Individuals are eligible for reappointment after one year has elapsed from conclusion of most recent term.

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

The Bylaws of the Foundation provide that the Board of Trustees shall elect two directors from the membership of the Board of Trustees and three directors from the membership of the Endowment Trustees. There is one (1) vacancy in the Endowment category of directors. A chart showing the current directors, all of the proposed directors (in bold), and the method of selection of each director is attached. The election of the director in category I.C. is subject to the election of the Endowment Trustees.

RECOMMENDED ACTION

A motion to elect Nelson Schwab to the Board of Directors of the University of North Carolina at Chapel Hill Foundation, Inc. for a term concurrent with his term as an Endowment Trustee.

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL FOUNDATION, INC.
BOARD OF DIRECTORS
17 MEMBERS; METHOD OF SELECTION

I. NINE EX-OFFICIO MEMBERS

- A. 4 BY VIRTUE OF OFFICE (term concurrent with office tenure)

Chairman of the Board of Trustees
Chancellor
Vice Chancellor for Finance and Administration
Vice Chancellor for University Advancement

- B. 2 ELECTED BY BOARD OF TRUSTEES FROM BOARD OF TRUSTEES MEMBERSHIP (term concurrent with Board tenure)*

John Townsend	2013
Sallie Shuping-Russell	2015

- C. 3 ELECTED BY BOARD OF TRUSTEES FROM MEMBERSHIP OF THE BOARD OF TRUSTEES OF THE ENDOWMENT FUND (term concurrent with Endowment tenure)*

Peter Grauer	2012
Bill Harrison	2013
<u>Nelson Schwab</u>	2014
(vacancy created by expiration of term of Sallie Krawcheck)	

II. EIGHT DIRECTORS ELECTED BY THE NINE EX-OFFICIO DIRECTORS (four year term)

Mercer Reynolds	2012
Mike Overlock	2012
David Pardue	2013
Kel Landis	2013
Max Chapman	2014
Roger Perry	2014
<u>Ed Fritsch</u>	2015
(vacancy created by expiration of term of Tim Burnett)	
<u>Paul Fulton</u>	2015
(vacancy created by expiration of term of Paul Fulton, Jr.)	

* Chairman of the Board of Trustees may vote but is not eligible for election.

SPECIAL OBLIGATION BOND PROJECTS

The General Statutes permit the Board of Governors to issue special obligation bonds payable from obligated resources to fund the costs of acquiring, constructing or providing a special obligation project at any of the constituent institutions of the University of North Carolina. The General Statutes require the Board of Trustees of The University of North Carolina at Chapel Hill to approve the issuance of the bonds for its special obligation bond projects.

Attached is a resolution authorizing the issuance of special obligation bonds for self-liquidating projects recently approved by the North Carolina General Assembly. Debt service will be funded consistent with each project's funding plan.

RECOMMENDED ACTION

A motion to approve the attached resolution.

**RESOLUTION OF THE BOARD OF TRUSTEES OF
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
APPROVING THE ISSUANCE OF SPECIAL OBLIGATION BONDS**

WHEREAS, under Article 3, Section 116D General Statutes of North Carolina (the "*Act*") the Board of Governors (the "*Board of Governors*") of the University of North Carolina (the "*University*") may issue special obligation bonds, payable from obligated resources to pay the costs of acquiring, constructing or providing a special obligation project at one of the constituent institutions of the University or refunding any obligations previously issued by the Board of Governors;

WHEREAS, The University of North Carolina at Chapel Hill ("*UNC-CH*") will request the Board of Governors to issue its special obligation bonds in one or more series to be known as "*The University of North Carolina at Chapel Hill General Revenue Bonds*" or "*The University of North Carolina System Commercial Paper Bonds (UNC at Chapel Hill/NC State)*", with appropriate series designations for each series (collectively, the "*Bonds*"), the proceeds of which will be applied to:

- (1) financing the costs of the projects set forth in Exhibit A (collectively, the "*Special Obligation Bond Projects*"), and
 - (2) paying the costs incurred in connection with the issuance of the Bonds;
- and:

WHEREAS, Section 116D-26(b) of the Act requires the Board of Trustees of The University of North Carolina at Chapel Hill to approve the issuance of the Bonds for the Special Obligation Bond Projects;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of The University of North Carolina at Chapel Hill as follows:

Section 1. *Approval of Issuance of Bonds.* The issuance of the Bonds for the Special Obligation Bond Projects is approved.

Section 2. *Effective Date.* This Resolution is effective immediately.

ADOPTED AND APPROVED this 22 day of September, 2011.

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

By: Brenda Kirby
Assistant Secretary

STATE OF NORTH CAROLINA)
)
COUNTY OF ORANGE) SS:

I, Brenda Kirby, the duly elected Assistant Secretary of the Board of Trustees of The University of North Carolina at Chapel Hill, **DO HEREBY CERTIFY** that (1) the foregoing is a full, true and correct copy of the Resolution adopted by the Board of Trustees of The University of North Carolina at Chapel Hill at its meeting of September 22, 2011 and appearing in the minutes of such meeting, (2) notice of the meeting of the Board of Trustees of The University of North Carolina at Chapel Hill held on September 22, 2011 was sent to each member of the Board, and (3) a quorum was present at the meeting on September 22, 2011 at which time the foregoing Resolution was adopted.

WITNESS, my hand and the seal of The University of North Carolina at Chapel Hill this 22 day of September, 2011.

[SEAL]



Assistant Secretary

EXHIBIT A

Carolina Inn Renovation – Phase 2

Woollen Gymnasium Renovation – Phase 2

Mary Ellen Jones Renovation – Phase 1 (Advanced Planning)

Research Building at Carolina North (Advanced Planning)

REPORT TO THE AUDIT
AND
FINANCE COMMITTEE
OF THE
BOARD OF TRUSTEES

Internal Audit Department

University of North Carolina
at Chapel Hill

September 21, 2011

UNC - CHAPEL HILL
INTERNAL AUDIT DEPARTMENT
SUMMARIES OF AUDIT PROJECTS COMPLETED AND IN PROCESS
APRIL 11, 2011 TO AUGUST 28, 2011

TIM Review – a post-implementation review of the Time Information Management system. Review included an assessment of system control, central processes, and use of the system in a sample of departments. Noted opportunities for improvement with entry and review of time and leave information and for enhanced training in use of the system entry now that is fully implemented. (complete)

Photocopy Support Services - a financial, compliance, and operational review of systems and processes related to revenue produced by Tar Heel Teller copy card machines. (complete, no report)

Debt Service Function – analysis and testing of processes relating to the university’s debt management activities. No significant issues identified. (draft report with management.)

Dining Services – a financial, compliance, and operational review of systems and processes used to bill departments for catering services, to allocate dining services revenue to appropriate periods, and to monitor and reconcile billings from Aramark, the dining services provider. Noted the need to reconcile Auxiliary Services’ Gold System to the university’s general ledger, for additional PeopleSoft management reports and better monitoring of past due accounts, and for more timely escheatment of inactive balances. We also found an unresolved sales tax balance and the possible need for Form 1099-K reporting. (draft report with management)

Sponsored Research Billing and Receivables – a financial, operational, and compliance review of processes used to ensure accurate, timely billing of funds due from sponsors of research projects and prompt collection of these billings. Have identified the need to for more timely billing and follow-up, for better guidance regarding what costs posting after the end of a project can be billed, for a review and reconciliation of account activity prior to sending the final bill, and for more timely closeout of award accounts. (in process)

Injury Prevention Resource Center – a financial, compliance, and operational review of the Center requested by management in connection with an upcoming change in management of the Center. Since the Center is funded primarily by grants, we focused primarily on research administration issues such as time and effort reporting and allowability of transactions. No significant findings. (draft report with management)

Independent Contractor Function – a financial, compliance, and operational review of processes used to retain and pay independent contractors and to determine whether individuals should be paid as contractors or employees for services performed. (in process)

Gene Therapy Research Center – a financial, compliance, and operational review of activities in the Vector Core Facility. Requested by university management to determine if activities in the Facility were being managed in keeping with recharge center procedures and other requirements. (in process)

UNC - CHAPEL HILL
INTERNAL AUDIT DEPARTMENT
SUMMARIES OF AUDIT PROJECTS COMPLETED AND IN PROCESS
APRIL 11, 2011 TO AUGUST 28, 2011 – PAGE 2

Executive Director for the Arts – financial and compliance review of revenue procedures in the department, requested by department management. (in process)

Point to Point Review – referral from the Office of the State Auditor. An operational review of staffing and scheduling for the University’s disability, evening, late night, and on demand transportation service. (in process).

Facilities Services Time – review of processes used to maintain information in the Facilities Services billing system and to reconcile that information with the Time Information Management system. (in process)

UNC FIT (Financial Improvements and Transformation) – mandatory audit processes established by UNC General Administration as part of process improvement initiatives and reporting requirements. (on-going).

Enterprise Resource Planning – advisory assistance to teams implementing modules of the new enterprise information technology systems. (on-going)

HIPPA Security Liaison, SS# Management and Advisory Committee, Enterprise Risk Management Committee, IT Governance Committee, and Kronos Time System – advisory work done to assist management with identifying and managing risks. (on-going)

**UNC Internal Audit
Use of Audit Resources
Fiscal Year 2011**

	<u>Budgeted</u>	<u>Hours Charged</u>	<u>Variance</u>	<u>Budgeted Percent</u>
Total Hours Available	12,480			
<u>Less:</u> Leave Hours	(1,884)	1,763	(121)	
<u>Less:</u> Other Administrative Time -1-	(1,920)	1,169	(751)	
Total for Leave & Administrative	3,804	2,932	872	30.5%
Hours Available for Projects	8,676			
Routine Audits	3,867	6,600	(2,733)	31.0%
Annual Projects & Audit Related	2,300	1,087	1,213	18.4%
Special Reviews & Requests	2,500	2,301	199	20.0%
Total Scheduled/Charged	8,667	9,988	(1,321)	
Under/<Over> Scheduled	9			

-1- = training and professional development, staff meetings, professional reading, etc.

UNC Internal Audit

2010/11 Audit Schedule Status

Routine Audits

Complete

Photocopy Support Services
Employment Eligibility Function
Restricted Funds
State Information Technology Audit
Time & Effort Reporting
TIM Audit

In Process

Debt Service Function
Auxiliary Services Contracts/Meal Plans
Independent Contractor Function
new OSR Billing and Recivables
new Injury Prevention Resource Center
new Gene Therapy Center
new Executive Director for the Arts

Deferred to 2012

University-wide Follow Up
Energy Services
Institutional Animal Care/Lab Animal Medicine

Dropped Due to Change in Puurchasing Methods

Internal Billings - MSD

Annual Projects

Complete

NCAA Assistance - 2010

In Process

UNC FIT
Enterprise Resource Planning

Deferred to 2012

Surprise Cash Counts - 2011
Data Security

Audit Related

In Process

Continuous Auditing
HIPAA Security Liaison
Social Security Number Advisory Committee
Enterprise Risk Management Committee
IT Governance Committee
Office System Enhancements
Audit Related Pool

UNC Internal Audit
2010/11 Audit Schedule Status - page 2

Special Projects & Management Requests

Complete

School of Education - Leave Balances
Radiology Time
Student Stores Time
Pediatrics Cardiology
Aramark
Emergency Medicine
Functional GI Center
Active Living by Design
Other Internal Consulting (8 projects)
On-going Internal Consulting (14 projects)

In Process

Point-to-Point
Other Internal Consulting (2 projects)

**UNC Internal Audit
Audit Schedule - 2011/12**

<u>Routine Audits</u>	<u>Hours Budgeted</u>
<u>In Process at 7/1/11</u>	
Photocopy Support Services	10
Admission Pros	10
Debt Service Function	50
TIM System	50
Auxiliary Services Contracts/Meal Plans	100
Independent Contractor Function	300
Office of Sponsored Research - Billing and Receivables	500
Injury Prevention Resource Center	100
Executive Director for the Arts	250
Gene Therapy Center	300
<u>Scheduled for 2011/12</u>	
University-wide Follow Up	1500
2nd follow-up for State Auditor General Controls Review	200
Payment Card Security Monitoring Audit	400
Total for Routine Audits	3,770
 <u>Annual Projects</u>	
Continuous Auditing	300
Data Security	500
Enterprise Resource Planning	1,000
NCAA Assistance - 2011	200
Surprise Cash Counts - 2012	200
Total for Annual Projects	2,200
 <u>Special Projects & Management Requests</u>	
	2,700
Total Hours Scheduled	8,670
Total Hours Available	<u>8,676</u>
Under/<Over>Scheduled	<u><u>6</u></u>

Approved:

Chairman, Audit and Finance Committee, UNC-CH Board of Trustees

**UNC Internal Audit
Use of Audit Resources
Fiscal Year 2012 - as of August 28, 2011**

	<u>Budgeted</u>	<u>Pro-Rated Budget -1-</u>	<u>Hours Charged</u>	<u>Variance</u>	<u>Budgeted Percent</u>
Total Hours Available	12,480	1,920			
<u>Less:</u> Leave Hours	(1,884)	(290)	276	(14)	
<u>Less:</u> Other Administrative Time -2-	(1,920)	(295)	149	(146)	
Total for Leave & Administrative	3,804	585	425	(160)	30.5%
Hours Available for Projects	8,676	1,335			
Routine Audits	3,770	580	1,252	(672)	30.2%
Annual Projects & Audit Related	2,200	338	169	169	17.6%
Special Reviews & Requests	2,700	415	146	269	21.6%
Total Scheduled/Charged	8,670	1,334	1,567	(233)	
Under/<Over> Scheduled	6				

-1- = pro-rated for 8 weeks

-2- = training and professional development, staff meetings, professional reading, etc.

UNC Internal Audit

2011/12 Audit Schedule Status at 8/28/11

Routine Audits

In Process

Debt Service Function
Auxiliary Services Contracts/Meal Plans
Independent Contractor Function
OSR Billing and Recivables
Injury Prevention Resource Center
Gene Therapy Center
Executive Director for the Arts

Scheduled

University-wide Follow Up
2nd Follow-up for State IT Audit
Payment Card Security Monitoring

Annual Projects

Schedules

NCAA Assistance - 2011
UNC FIT
Enterprise Resource Planning
Surprise Cash Counts - 2012
Data Security

Audit Related

In Process

Continuous Auditing
HIPAA Security Liaison
Social Security Number Advisory Committee
Enterprise Risk Management Committee
IT Governance Committee
Office System Enhancements
Audit Related Pool

Special Projects & Management Requests

In Process

Point-to-Point
Facilities Services Time
Other Internal Consulting (6 projects)



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

ATTACHMENT N

HOLDEN THORP
Chancellor

103 SOUTH BUILDING
CAMPUS BOX 9100
CHAPEL HILL, NC 27599-9100

T 919.962.1365
F 919.962.1647
www.unc.edu

August 15, 2011

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

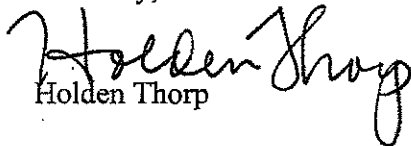
Dear Members of the Board:

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

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

Please mark and return the enclosed ballot indicating whether or not you agree with the actions proposed in Appendices A and B. Appendix C requires no action on your part; there are no actions in Appendix B for this month and Appendix C is submitted for information only. Thank you.

Sincerely,


Holden Thorp

Enclosures

Re 8/15/11 mail ballot: (Personnel)
A quorum was received on 8/16/11:
John L. Townsend III
Steven J. Lerner
Sallie Shuping-Russell
Barbara R. Hyde
Felicia A. Washington
Edward C. Smith
W. Lowry Caudill

Additional approvals received:
J. Alston Gardner
Wade H. Hargrove, Jr.
Ballots not Received:
Mary Cooper
John G. B. Ellison, Jr.
Donald Williams Curtis
Phillip L. Clay



BOARD OF TRUSTEES

To: Heather Galvan	From: Members of the Board of Trustees
Fax: (919) 962-1647	Pages: 1 (including cover sheet)
Date: August 15, 2011	Re: Mail Ballot, dated August 15, 2011

Trustees:

Attached for your review and approval is a regular personnel mail ballot. This mail ballot will be approved as part of the Consent Agenda at the Full Board meeting on Thursday, September 22, 2011.

The undersigned votes as follows with respect to the recommendations proposed in Chancellor Thorp's letter dated, August 15, 2011.

	<u>Approve</u>	<u>Disapprove</u>
Appendix A, Personnel Actions	_____	_____
Appendix A, Actions Conferring Tenure	_____	_____
Appendix B, Compensation Actions	_____	_____
Appendix C, For Information	NO ITEMS	

Signed

Date

Please fax to Heather Galvan at (919) 962-1647.

EXECUTIVE SUMMARY

Board of Trustees

August 15, 2011

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Effective Date	Salary
Personnel Actions							
New Appointments without Tenure							
1	Health Affairs	Wolfgang Bergmeier	Biochemistry & Biophysics	Adjunct Associate Professor	Associate Professor	9/1/2011	\$125,000
2	Health Affairs	Amy Bryant	OB-GYN	N/A	Assistant Professor	9/1/2011	\$160,000
3	Academic Affairs	Christian Lentz	Geography	N/A	Assistant Professor	1/1/2012	\$70,000
4	Health Affairs	Praveen Sethupathy	Genetics	N/A	Assistant Professor	9/1/2011	\$127,000
5	Academic Affairs	Lilly Shanahan	Psychology	N/A	Assistant Professor	1/1/2012	\$78,000
Promotion to Full Professor							
1	Health Affairs	Nikolay Dokholyan	Biochemistry & Biophysics	Associate Professor	Professor	11/1/2011	\$156,750
2	Health Affairs	Stephen Marshall	Epidemiology	Associate Professor	Professor	9/1/2011	\$128,665
Reappointments to the Same Rank							
1	Health Affairs	Samuel McLean	Anesthesiology	Assistant Professor	Assistant Professor	7/1/2012	\$184,000
2	Health Affairs	Mihai Niculescu	Nutrition	Assistant Professor	Assistant Professor	11/1/2012	\$90,000
3	Health Affairs	Arlin Rogers	Pathology & Laboratory Medicine	Assistant Professor	Assistant Professor	10/1/2012	\$100,000
4	Health Affairs	Nirmal Veeramachaneni	Surgery	Assistant Professor	Assistant Professor	10/1/2012	\$235,000
5	Health Affairs	Yisong Wan	Mircobiology & Immunology	Assistant Professor	Assistant Professor	7/1/2012	\$95,000
Appointments/Reappointments to Department Chairs							
1	Academic Affairs	Jaye Cable	Curriculum for Environment & Ecology	Professor in the Department of Marine Sciences	Chair for the Curriculum for Environment & Ecology and Professor in the Department of Marine Sciences	1/1/2012	\$100,000
Actions Conferring Tenure							
Promotion Conferring Tenure							
1	Academic Affairs	Carol Magee	Art	Assistant Professor	Associate Professor	1/1/2011	\$72,801
New Appointments Conferring Tenure							
1	Academic Affairs	Cemil Aydin	History	N/A	Associate Professor	1/1/2012	\$91,000
2	Academic Affairs	Walter Rucker	African & Afro-American Studies	Visiting Associate Professor	Associate Professor	1/1/2012	\$120,000

The University of North Carolina at Chapel Hill
EXECUTIVE SUMMARY
Board of Trustees
August 15, 2011

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Effective Date	Salary
Joint Appointment Conferring Tenure							
1	Health Affairs	Cyrus Vaziri	Biochemistry & Biophysics	Associate Professor in the Department of Pathology & Laboratory Medicine	Associate Professor in the Department of Pathology & Laboratory Medicine (primary) and Associate Professor in the Department of Biochemistry & Biophysics (joint)	11/1/2011	\$120,000

17 Total

EXECUTIVE SUMMARY

Board of Trustees

August 15, 2011

No.	College/Division	Name	Department/School	Rank	Reason	Requested Increase Amount	Percent of Increase	Current Salary	New Salary	Effective Date
Compensation Actions										
1	Provost's Office	Stephen Farmer	Admissions	Associate Provost & Director of Admissions	Additional duties & responsibilities	\$32,000	20.25%	\$158,000	\$190,000	9/10/2011
The following item is being submitted as a correction; it was originally approved by the BOT in July 2011:										
1	Academic Affairs	Andrea Hussong	Psychology	Professor	Preemptive Retention	\$32,309	31.46%	\$102,691	\$135,000	8/13/2011

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

EXECUTIVE SUMMARY

Board of Trustees

August 15, 2011

No.	College/Division	Name	Department/School	Rank	Description
For Information					
1	N/A	N/A	N/A	N/A	N/A



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

ATTACHMENT O

HOLDEN THORP
Chancellor,

103 SOUTH BUILDING
CAMPUS BOX 9100
CHAPEL HILL, NC 27599-9100

T 919.962.1365
F 919.962.1647

September 12, 2011

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

Sincerely,


Holden Thorp

Enclosures

EXECUTIVE SUMMARY

Board of Trustees

September 12, 2011

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Effective Date	Salary
Personnel Actions							
New Appointments without Tenure							
1	Health Affairs	Sasha Adams	Surgery	Visiting Assistant Professor	Assistant Professor	10/1/2011	\$265,000
2	Health Affairs	Ramon Bataller	Medicine (primary) Nutrition (joint)	N/A	Associate Professor in Medicine (primary) Associate Professor in Nutrition (joint)	10/1/2011	\$175,000
3	Health Affairs	Benjamin Haithcock	Surgery (primary) Anesthesiology (joint)	Clinical Assistant Professor in Surgery	Assistant Professor in Surgery (primary) Assistant Professor in Anesthesiology (joint)	10/15/2011	\$229,980
4	Health Affairs	Gao Wei	Radiology	N/A	Assistant Professor	10/1/2011	\$80,000
5	Health Affairs	Michael Woods	Surgery	Visiting Associate Professor	Associate Professor	10/1/2011	\$285,000
Promotion to Full Professor							
1	Health Affairs	Mohanish Deshmukh	Cell & Developmental Biology	Associate Professor	Professor	9/24/2011	\$141,613
Reappointments to the Same Rank							
1	Health Affairs	Asma Khan	Endodontics	Assistant Professor	Assistant Professor	7/1/2012	\$134,700
2	Health Affairs	Sean McLean	Surgery	Assistant Professor	Assistant Professor	12/1/2012	\$347,814
3	Health Affairs	Christopher Rupp	Surgery	Assistant Professor	Assistant Professor	10/1/2012	\$242,169
4	Health Affairs	Robert Watson	Surgery	Assistant Professor	Assistant Professor	8/1/2012	\$250,560
Joint Appointment without Tenure							
1	Health Affairs	Brian Jensen	Pharmacology	Assistant Professor in Medicine	Addition of joint appointment as Assistant Professor in Pharmacology	9/23/2011	\$171,511
Actions Conferring Tenure							
Promotion Conferring Tenure							
1	Academic Affairs	Pervin Gokariksel	Geography	Assistant Professor	Associate Professor	1/1/2012	\$73,000
2	Academic Affairs	Nichola Lowe	City & Regional Planning	Assistant Professor	Associate Professor	1/1/2012	\$78,500
3	Health Affairs	Mark Zylka	Cell & Molecular Physiology	Assistant Professor	Associate Professor	1/1/2012	\$101,788
New Appointment to Dean and Professor Conferring Tenure							
1	Academic Affairs	Susan King	Journalism & Mass Communication	N/A	Dean and the John T. Kerr Distinguished Professor	1/1/2012	\$230,000

EXECUTIVE SUMMARY

Board of Trustees

September 12, 2011

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Effective Date	Salary
New Appointments Conferring Tenure							
1	Health Affairs	Richard Davis	Ophthalmology	Visiting Professor	Associate Professor	11/1/2011	\$210,000

16 Total

Salary Correction from August 2011 Agenda

1	Academic Affairs	Walter Rucker	African & Afro-American Studies	Visiting Associate Professor	Associate Professor	1/1/2012	\$95,000 (originally reported as \$120,000)
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The University of North Carolina at Chapel Hill
EXECUTIVE SUMMARY
Board of Trustees
September 12, 2011

No.	College/Division	Name	Department/School	Rank	Reason	Requested Increase Amount	Percent of Increase	Current Salary	New Salary	Effective Date
Compensation Actions										
1	Academic Affairs	Deborah Eaker-Rich	Education	Clinical Assistant Professor and Assistant Dean of Students & Institutional Research	Increase to stipend for additional duties	\$13,735	12.58%	\$109,157	\$122,892	10/8/2011
2	Academic Affairs	Sudhanshu Handa	Public Policy	Professor and Chair	Increase for additional duties	\$6000 (\$18,000 cumulative for the fiscal year)	5.03% (15.10% cumulative for the fiscal year)	\$131,185	\$137,185	10/8/2011
3	Health Affairs	Stephen Marshall	Epidemiology	Professor	Promotion	\$19,171	14.90%	\$128,665	\$147,836	10/8/2011
4	Health Affairs	David Tate	Medicine	Associate Professor	Pre-emptive Retention	\$59,748	29.84%	\$200,252	\$260,000	10/8/2011
5	Health Affairs	Patricia Winters	OB-GYN	Clinical Assistant Professor	Pre-emptive Retention	\$7,344	11.72%	\$62,656	\$70,000	10/15/2011
6	Health Affairs	Hongtu Zhu	Biostatistics	Professor	Promotion and pre-emptive retention	\$24,286	20.00%	\$121,432	\$145,718	10/8/2011

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

The University of North Carolina at Chapel Hill
EXECUTIVE SUMMARY (EPA Non-Faculty)
Board of Trustees
Meeting Date - September 22, 2011

No.	College/Division	Name	Department/School	Rank/Title	Reason	Requested Increase Amount	Current Salary	New Salary	Effective Date
Compensation Actions									
1	N/A	Shandra Jones	Kenan-Flagler Business School	Assistant Director	Retention	11,000	64,000	75,000	10/8/2011
2	N/A	Seth Tyree	Lineberger Comprehensive Cancer Center	Research Associate	Retention	15,000	72,000	15,000	10/8/2011

No.	College/Division	Name	Department/School	Rank	Reason	Total Monetary Value of Non-Salary Compensation	Duration of Non-Salary Compensation	Effective Date	End Date
Non-Salary Compensation Actions									
1	N/A	Karol Gray	Office of the Chancellor	Vice Chancellor for Finance & Admin	Car allowance	\$4,800 per year	Duration of appointment	12/1/2011	End of Appt

**UNC BOARD OF GOVERNORS SALARY PRE-APPROVAL FOR
SALARY ADJUSTMENTS 10% AND HIGHER**

Name of Employee: Shandra M. Jones

Institution: UNC-Chapel Hill

Employee Type: EPA Non-Faculty

College/School: Kenan-Flagler Business School

Department:

Department #: 3301

Current EPA Rank/SPA Title: Associate Director

Proposed EPA Rank/SPA Title: Associate Director

Proposed Effective Date: Click to open calendar.

June 30 Salary:	64,000
Current Salary:	64,000
Source:	State Funds (\$): Non-State Funds (\$): 64,000
	Source of Non-State Funds: trust account (6-63139)

Proposed Salary:	75,000
Source:	State Funds (\$): Non-State Funds (\$): 75,000
	Source of Non-State Funds: trust account (6-63139)

Total Amount of Increase from Current Salary:	11,000
Percent of Increase from Current Salary:	17.2%
Percent of Increase from June 30 Salary:	17.2%

Salary Code: 3 - Retention

Justification for Salary increase of 10% or more (*please be clear*):

Shandra has received a job offer from Stanford University's Graduate School of Business for a position comparable to her current role as Associate Director in MBA Admissions, with a focus on recruiting underrepresented minority students and other diversity initiatives for the MBA Program. Shandra demonstrates a specialized skill set that is highly valued by the School, and a vacancy in this position would put the MBA Program at a significant disadvantage with recruiting a diverse pool of applicants for upcoming classes. While budget and equity considerations would limit our ability to match Stanford GSB's salary offer of \$85,000, we recommend a salary increase to retain Shandra's talents in the amount of \$11,000, which would bring her annual salary to \$75,000.

Department's Certification:

By checking this box, the preparer certifies that all existing institutional policies and procedures for employment decisions have been followed (i.e., tenure and promotion process, employment approvals, UNC code compliance, OSP manual compliance).

By checking this box, the preparer certifies that the appropriate Department Head and Dean, Vice Chancellor or designee have approved this request. If 20% or greater there are no designees and request must be approved by the relevant Dean or Vice Chancellor.

Department Head Approval:

Name: David Stevens

Title: Associate Dean

Date: 9/6/2011

Dean/Vice Chancellor Approval:

Name: James W. Dean, Jr.

Title: Dean, Kenan-Flagler Business School

Date: 9/6/2011

Submission Instructions:

For SPA Promotional Increases: Send this form to your OHR Employment Consultant

For All Other SPA Increases: Send this form to your OHR Classification and Compensation Consultant

For EPA Non-Faculty Increases: Send this form to the EPA Non-Faculty HR unit

For Faculty Increases: Send this form to the Academic Personnel Office

For OHR/APO Use Only:

Increase Reason: Retention

Internal Review Date: 9/7/2011

Sent to GA Date: Click here to enter a date. *Approved by GA Date* Click here to enter a date.

By checking this box, the preparer certifies that the Chancellor or the Chancellor's designee have approved this request.

STANFORD

GRADUATE
SCHOOL OF BUSINESS



HUMAN RESOURCES

September 2, 2011

Ms. Shandra M. Jones
7 Porters Glen Place
Durham, NC 27713

Dear Shandra:

It is my pleasure to welcome you to the Graduate School of Business at Stanford University and to confirm our offer of employment for the position of Assistant Director of Diversity Initiatives in MBA Admissions. The Stanford University Job Classification for this position is Student Services Officer (JCC 1472) on the 3P2 pay range.

Your start date is October 10, 2011 and your salary will be \$7,083.33 per month at 100 % time (\$85,000.00 if annualized). The position you are filling is exempt and is not subject to the overtime provisions of the Fair Labor Standards Act. Your first performance review is projected to be within six months of your hire date. Also, as a new University employee, you are subject to a Trial Period for your initial six months of employment as described in Administrative Guide Memo 22.14, which is enclosed. During the Trial Period, you are an at-will employee which means that you may resign your employment at any time and for any reason and the University may terminate your employment at any time with or without cause. In this role, your supervisor will be Seda Mansour, Associate Director of MBA Admissions. Seda will meet with you on a regular basis to establish expectations and goals and to discuss your progress.

You will accrue vacation time per administrative guide memo 22.5 (http://adminguide.stanford.edu/22_5.pdf) and you will accrue sick leave at the rate of approximately 8 hours per month. For your use by December 31, 2011, you also have a prorated amount of Personal Time Off (PTO) and 8 hours of floating holiday. Personal Time Off and floating holiday will be credited only on a calendar year basis and do not carry forward from year-to-year. In addition, the Graduate School of Business will be closing for the University's annual Winter Closure from December 19, 2011 through January 2, 2012. Accordingly, it may be necessary for you to take some time off as vacation, personal time off, or leave without pay for that time period.

The University requires that all departments keep leave records for all exempt and non-exempt regular staff employees. The GSB has an online leave record (Axess Timecard) that you must update and approve at the end of each pay period showing any sick leave, vacation, PTO and other time off.

As part of your orientation to Stanford, you are required to attend a sexual harassment briefing for new staff. You can sign up for this course during your first month at Stanford using STARS (Stanford Training and Registration System) located at www.axess.stanford.edu under the training tab.

This offer is subject to authorization to work as required by the Immigration Reform and Control Act of 1986. I am enclosing a list of approved documents that will establish proof of eligibility for employment. You must present the document(s) of your choice in person to Human Resources within your first three days of employment. You will also be required to complete a verification form (INS I-9) at the same time you present the documents.

Orientation to the GSB and Stanford:

1. **Computer Account Access/SUNet ID:** In order to use computers on campus, you must have a SUNet ID and password. You will use the same SUNet ID and password you used when you were a student at Stanford.

2. **Stanford & Benefit Orientation:** Your new position includes significant medical and dental insurance, and other benefits. Sessions are conducted every other Monday from 8:00 a.m. to 12:15 p.m. in Redwood Hall, room G19. Decisions about health and life insurance must be made within 31 days of your employment date or you will receive default coverage. Once you have received your SUNet ID and password, enroll yourself in a session by going to the following site: <https://axess.stanford.edu/>. Once you have logged in, click on the 'Training' tab at the top of the page. Click on 'Search Catalog' from the menu on the left side of the page. Type 'Onboarding @ Stanford' in the title and click the 'Search' button. Click on the hyperlink of the search result that displays. You will then see a number of sessions from which to choose to enroll. Click the 'Enroll' button to enroll yourself in a session.
3. **Parking Permits:** All parking on Stanford property requires a parking permit. You can receive a free 5-day parking permit for the "C" lots (if you desire one). You may get your temporary free permit at Onboarding @ Stanford; however, if you do not attend Onboarding @ Stanford on your first day of employment, you will need to take the copy of this offer letter (with your salary blocked out) to the Transportation Office located at 340 Bonair Siding. They open at 7:30 a.m. – so you can pick up your permit before you begin your first day of work. You can review all the parking information at the following website: http://transportation.stanford.edu/parking_info/ParkingInformation.shtml
4. **Health Benefit Enrollment:** To find out how to enroll in these options visit <http://benefits.stanford.edu> and click on the MyBenefits link. Your PIN number will be your birth date formatted as MMYYYY. If you have trouble enrolling on the Web, please call Stanford Benefits at (650) 736-2985 and select option #9. Please print, sign and mail any pertinent benefit forms immediately to avoid incomplete enrollment. It is important that you enroll as soon as possible to avoid gaps in coverage or missed opportunities.
5. **Additional Information:** You may also check the following site for information specific to new Stanford University employees: <http://newhire.stanford.edu/>.

If you require workplace accommodations for a disability, please let Seda or Scott Levoy know. Once again, welcome! I hope you will find your association with the Graduate School of Business to be both challenging and rewarding.

Sincerely,



Lisa Giannangeli
Director, MBA Admissions Office



Scott Levoy
Director, Human Resources

cc: Personnel File

**UNC BOARD OF GOVERNORS SALARY PRE-APPROVAL FOR
SALARY ADJUSTMENTS 10% AND HIGHER**

Name of Employee: Seth Tyree
Institution: UNC-Chapel Hill
Employee Type: EPA Non-Faculty

College/School: Medicine
Department: Lineberger Cancer Center
Department #: 4226

Current EPA Rank/SPA Title: Research Associate
Proposed EPA Rank/SPA Title: Research Associate

Proposed Effective Date: 9/9/2011

June 30 Salary:	72000.
Current Salary:	72000.
Source:	State Funds (\$): Non-State Funds (\$): 72000
	Source of Non-State Funds: 6-34263

Proposed Salary:	87000
Source:	State Funds (\$): Non-State Funds (\$): 87000
	Source of Non-State Funds: 6-34263

Total Amount of Increase from Current Salary:	15000
Percent of Increase from Current Salary:	21%
Percent of Increase from June 30 Salary:	21%

Salary Code: 3 - Retention

Justification for Salary increase of 10% or more (*please be clear*):

This Research Associate position is critical to the success of the Integrated Cancer Information Surveillance System (ICISS), a keystone project of the University Cancer Research Fund. ICISS is a data-intensive project to build a research resource that matches North Carolina Central Cancer Registry data with administrative claims data from Medicare, Medicaid, State Employees Health Plan, and NC Blue Cross Blue Shield. The process of accurately and safely matching these data and preparing them for research requires specialized knowledge about cancer registry data and claims data, experience in manipulating large data sets, and expertise with specialized software for their linkage. Seth has been central to developing a very elaborate set of linkage and validation algorithms, and is critical to their successful execution. The person in this position, Seth Tyree, has this extremely rare combination of knowledge and experience. His prior experience at the NC Central Cancer Registry made him the perfect candidate for this job when he was hired. ICISS, the Cancer Center, and the University would not be able to replace someone with Mr. Tyree's knowledge and experience. Over the past year, ICISS has hired for several other Research Associate positions and evaluated more than 100 candidates. None have had the cancer registry data knowledge and registry experience that Mr. Tyree has, or the specialized linkage software experience and only a handful have had any administrative claims data experience. ICISS is at a turning point. After months of preparation and testing, ICISS has now gathered the various claims data (literally billions of records) and is about to conduct the match, linking those data with approximately 270,000 new cancer cases from the NC Central Cancer Registry. These linked data will, in turn, form the cornerstone for ICISS's continued development through the linkage of additional data, planned to begin in the coming six months. The loss of Mr. Tyree at this stage would set back the project at least a year and perhaps more. NC Blue Cross and Blue Shield (BCBS) has recruited Mr. Tyree specifically for his near unique combination of expertise and experience. They have offered him \$79,000 in annual base salary. In addition, they have promised a bonus of ~10%, which is standard for employees. NC BCBS is also able to provide annual cost of living salary increases to the base salary, as well as to continue to provide future bonuses. The proposed increase from \$72,000 to \$87,000 will match the first year of the NC BCBS offer (base salary plus bonus).

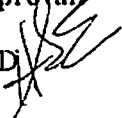
Department's Certification:

By checking this box, the preparer certifies that all existing institutional policies and procedures for employment decisions have been followed (i.e., tenure and promotion process, employment approvals. UNC code compliance, OSP manual compliance).

By checking this box, the preparer certifies that the appropriate Department Head and Dean, Vice Chancellor or designee have approved this request. If 20% or greater there are no designees and request must be approved by the relevant Dean or Vice Chancellor.

Department Head Approval:

Name: H.S. Earp III MD
Title: Director
Date: 8/29/2011



Dean/Vice Chancellor Approval:

Name: W L Roper
Title: Dean SOM
Date:

Submission Instructions:

For SPA Promotional Increases: Send this form to your OHR Employment Consultant

For All Other SPA Increases: Send this form to your OHR Classification and Compensation Consultant

For EPA Non-Faculty Increases: Send this form to the EPA Non-Faculty HR unit

For Faculty Increases: Send this form to the Academic Personnel Office

For OHR/APO Use Only: Retention

Increase Reason: ~~Click here to enter text.~~ Internal Review Date: ~~Click here to enter a date.~~ 9/2/2011

Sent to GA Date: ~~Click here to enter a date.~~ Approved by GA Date ~~Click here to enter a date.~~

By checking this box, the preparer certifies that the Chancellor or the Chancellor's designee have approved this request.



An independent licensee of the Blue Cross and Blue Shield Association

August 25, 2011

Seth Tyree
2031 Rivergate Road
Raleigh, North Carolina 27614

Dear Seth,

Welcome to Blue Cross and Blue Shield of North Carolina - the employer of choice for thousands of North Carolinians since 1933.

We are delighted to extend an offer of employment to you as Associate Informatics Scientist reporting to Daryl Wansink at 919-765-4957 in the Headquarters location. We believe this position is a great match for your talent and skills. You will join a Blue Cross and Blue Shield of North Carolina (BCBSNC) team that is committed to delivering quality products, services and information designed to help our customers improve their health.

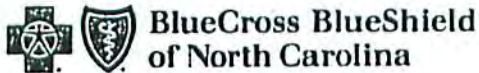
BCBSNC is a leader in delivering innovative healthcare products, services and information to millions of members across North Carolina and on behalf of other Blue Plans. As the state's largest and longest running health insurer, we set the pace for change in the North Carolina health insurance market. What this means for our customers is more flexibility, more freedom of choice and better service. What this means for our employees is more flexibility, greater recognition and rewards for a job well done, and the chance to work with proven leaders.

In addition to this letter, you will be receiving two e-mails. The first e-mail contains a link for you to access our new hire website. Please be sure that your computer settings are configured to view documents in HTML format. You may also visit the site from this link (www.bcbsnc.com/newemployee). The new hire site contains important information that you will need to review and complete for your first day of orientation. The second e-mail you will receive will come to you from Hireright, one of our vendors. Hireright will request that you complete section one of the I-9 Form electronically, prior to orientation. Please pay special attention to this e-mail as the I-9 form is required by law to be completed within the first 3 days of employment.

We look forward to you joining us here at BCBSNC. If you have any questions, please don't hesitate to call me at 919-765-7256.

Sincerely,

Candice Wolitski
Staffing Consultant



An independent licensee of the Blue Cross and Blue Shield Association

OFFER OF EMPLOYMENT FOR SETH TYREE
August 25, 2011

Salary

Effective on your first day of employment as Associate Informatics Scientist, salary band F, your annualized salary will be \$79,000 and will be paid biweekly.

Incentives

We support a philosophy of pay for performance. Our compensation includes the opportunity for individuals to share in the success of our company by being rewarded according to overall company performance as well as their own individual results.

In your particular position, you will be eligible to participate in our Blue RewardsSM Incentive program, which will be prorated, based on your date of hire. This annual incentive plan is based on performance against corporate objectives. Actual disbursement of an incentive award will be based on your individual performance as well as your departmental and divisional performance. If earned, the incentive will be paid in March 2012. A more detailed explanation will be provided following your acceptance of this offer of employment.

Total Rewards

As a benefits eligible employee of Blue Cross and Blue Shield of North Carolina (BCBSNC), you will receive an excellent total rewards benefits package that is designed to meet the needs of all employees and their families. Please review the benefits and information found on the New Hire website (www.bcbsnc.com/newemployee).

In particular, please review the details on health insurance and the associated premiums. We are committed to building our health plan offerings in ways that help you take control of your health and your health care spending. We offer two medical plan options, a traditional Blue Options PPOSM (Preferred Provider Organization) coverage plan and Blue Options HSASM, a high-deductible plan that combines PPO with a health savings account (HSA). In addition, you have the opportunity to earn a premium reduction just by participating in our Healthy Dividends wellness program offerings.

Healthy Dividends is a voluntary rewards program that encourages healthy behaviors, such as exercising and healthy eating habits. Upon participating in the program, employees are eligible to receive \$750 towards their healthcare premiums the following year. As a new hire, you will have to participate in three steps to secure \$750.

Step 1: Visit the on-site clinic to have a biometric health screening within the first 90 days of hire.

From the BCBSNC intraweb site, Google search "onsite clinic" to make an appointment.

Step 2: Schedule a coaching session with a practitioner in the on-site clinic within 4 weeks of receiving your biometric screening results.

Step 3: Participate in the health assessment in fall 2011. Exact dates will be communicated through the Healthy Dividends website.

All three steps are **required** in order to earn the full \$750 towards next year's insurance premium. Please see your benefit packet for rates with and without Healthy Dividends dollars. If you have any questions about the Healthy Dividends program, please email Healthy.Dividends@bcbsnc.com

To assist you in planning for a secure financial future, we offer a 401(k) plan with a generous company matching contribution. Eligibility for the 401(k) plan begins immediately so you can elect to enroll in this



**BlueCross BlueShield
of North Carolina**

An independent licensee of the Blue Cross and Blue Shield Association

program right away or we will automatically enroll you in this program at a 2% pre-tax contribution rate approximately 60 days from your hire date.

Contingencies of this Employment Offer

As is customary at Blue Cross and Blue Shield of North Carolina, this offer of employment is contingent upon the satisfactory completion of our pre-employment process, which includes substance abuse screening, background and reference checks, and confirmation of eligibility to work in the United States.

Substance abuse screening: Within 48 hours of receiving this letter, please visit the LabCorp located in RTP (2945 S. Miami Blvd. 27709). Please provide the coordinator with BCBSNC's account number: 458173. The lab is opened from 8:00 am-11:30 am and from 1:00 pm to 4:30 pm (Monday through Friday). If you have any questions or need directions, you may call LabCorp at (919) 572-6900. You may not be employed by BCBSNC without passing this screening prior to your first day of employment.

First Day of Employment

Upon successful completion of the pre-employment process, your first day of work will be September 12, 2011. You will be met at 8:00 am in the lobby of the University Place 2 building for your new employee orientation. The University Place 2 building is located on 4727 University Drive in Durham, NC 27707. See driving directions below. Please remember to print and bring your new hire paperwork with you. After orientation you will join your team to start your new position. Once again, welcome to Blue Cross and Blue Shield of North Carolina. *A Healthy North Carolina Starts with You.*

Driving Directions to University Place 2 Building

Take I-40 to exit 270. Turn onto US 15/501 (Durham-Chapel Hill Blvd.) headed toward Durham. Follow Durham-Chapel Hill Blvd. past Garrett Road. Stay in right two lanes and bear right to US 15/501 North. Immediately stay in right lane and bear right onto Martin Luther King, Jr. Pkwy. Turn right at the first traffic light onto University Drive. Turn left at the second light which is University Place. UP2 is the second building on your right.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

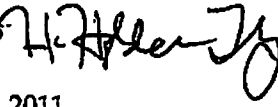
HOLDEN THORP
Chancellor

103 SOUTH BUILDING
CAMPUS BOX 9100
CHAPEL HILL, NC 27599-9100

T 919.962.1363
F 919.962.1647

MEMORANDUM

TO: Board of Trustees of The University of North Carolina at Chapel Hill

FROM: Holden Thorp 

DATE: September 21, 2011

RE: Proposed Appointment of Vice Chancellor for Finance and Administration

Following completion of a competitive national search, I am pleased to offer for your approval the appointment of Ms. Karol Kain Gray as the University's next Vice Chancellor for Finance and Administration. This proposed appointment would be effective December 1, 2011.

Ms. Gray currently serves as the Vice President for Finance and Administration at Stony Brook University which is one of the major research campuses of the State University of New York (SUNY) and includes Stony Brook University Medical Center. The University also co-manages the renowned Brookhaven National Laboratory, which is one of ten basic science laboratories operated for the United States Department of Energy's Office of Science.

The proposed terms of Ms. Gray's appointment are an annual salary of \$330,000, a one-time moving allowance of \$15,000, and the assignment of a leased vehicle at an estimated cost of approximately \$4,800 per year plus fuel and insurance for the duration of her appointment as Vice Chancellor. The cost of the vehicle lease and related incidental expenses will be paid by The University of North Carolina Foundation. The remaining terms of her appointment are standard and apply to all Senior Officers at the level of Vice Chancellor as provided for under the University's EPA Non-Faculty Employment Policies.

Ms. Gray comes to us with an impressive and extensive background in higher education finance and administration. She has 33 years of financial, organizational and management experience at Stony Brook and in her current capacity as Vice President, reports to the University President. Ms. Gray oversees a variety of University administrative functions including finance and accounting, labor relations, procurement, mail services, budget, bursar/student accounts, and administrative systems. Stony Brook has an operating budget in excess of \$2 billion dollars which

MEMORANDUM-Board of Trustees

September 21, 2011

Page 2

includes a State allocation of \$300 million dollars. As chief financial officer for the Stony Brook Foundation, Karol also provides financial direction and support for the budget, investment and realty committees and is responsible for the management of an endowment of approximately \$120 million with net assets of \$200 million. Before assuming Stony Brook's top finance position, Ms. Gray worked her way up steadily at the university as a financial analyst, chief accountant, controller and associate vice president for finance and administration. Gray has also served as a liaison to the governance and finance committees of the Stony Brook University Hospital.

Ms. Gray graduated with a bachelor's degree in business administration from Hofstra University. She is active on several committees, including the Brookhaven National Laboratory Audit Committee, the Stony Brook Presidential Budget Working Group, and the Investment Subcommittee of the Research Foundation of the State University of New York. She is also a member of the Executive Committee of the State University of New York Business Officers Association and serves as the treasurer of the Stony Brook Faculty Student Association.

Gray's candidacy resulted from a national search led by a search committee chaired by Bill McCoy. Bill was formerly vice chair of BellSouth Corp. and previously vice president for finance for the 17-campus UNC system's General Administration. Bill also previously served as interim chancellor at UNC-Chapel Hill. Given this unique combination of experience, Bill offered excellent perspective to assist me in the selection of our new Vice Chancellor for Finance and Administration. Based on the recommendations of the search committee, my own interviews with Ms. Gray, and reference checking, I am confident that she will be a tremendous asset to our University and a valuable addition to my executive leadership team.

I look forward to answering any questions you may have regarding Ms. Gray's appointment.

HHT:bl

Thorp/karolgray

The University of North Carolina at Chapel Hill
REQUEST FOR APPROVAL OF NON-SALARY COMPENSATION
(Faculty/EPA Non-Faculty Employee)

Date of Request: **09/08/2011**

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

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

Employee Name: **Karol Kain Gray** EPA Non-Faculty
 Faculty
Title: **VC for Finance & Admin**

Unit/Dept Name: **VC Finance & Administration** School: _____

Is this request related to: New Hire
 Existing Employee (PID# _____)

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

Description of Non-Salary Compensation:

Car allowance - Ms. Gray will be assigned a leased vehicle at an estimated cost of \$4,800 per year plus fuel and insurance for the duration of her appointment
Brief Explanation of Purpose (e.g., recruitment, retention, work-related need):

Work-related need

Duration of Non-Salary Compensation: **Duration of appointment**

Total Monetary Value of Proposed Non-Salary Compensation \$ _____

APPROVALS

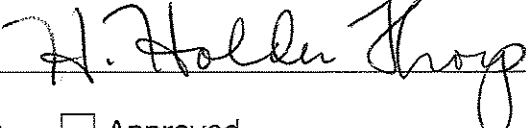
Requesting Official Signature

Name **Holden Thorp**

Title **Chancellor**

2nd Level Manager Signature _____ Date: _____

VC/Exec VC Office _____ Date: _____

Chancellor's Office  _____ Date: **9/9/11**

Board of Trustees Action Approved Denied Date: _____

EXECUTIVE SUMMARY

Board of Trustees

September 12, 2011

No.	College/Division	Name	Department/School	Rank	Description
For Information - End of Employment for Fiscal Year 2011 (7/1/2010 - 7/1/2011)					
1	Academic Affairs	George Rabinowitz	Political Science	PROFESSOR	Deceased
2	Academic Affairs	Tomas Baer	Chemistry	PROFESSOR	Emeritus Retirement
3	Academic Affairs	Kenneth Broun	School of Law	PROFESSOR	Emeritus Retirement
4	Health Affairs	Elizabeth Bullitt	Neurosurgery	PROFESSOR	Emeritus Retirement
5	Health Affairs	Augustine D'Ercole	Pediatrics	PROFESSOR	Emeritus Retirement
6	Academic Affairs	Frank Fee	Journalism/Mass Communication	ASSOCIATE PROFESSOR	Emeritus Retirement
7	Health Affairs	Mary George	Dental Ecology Dept	ASSOCIATE PROFESSOR	Emeritus Retirement
8	Health Affairs	James George	Dental Ecology Dept	ASSISTANT PROFESSOR	Emeritus Retirement
9	Health Affairs	Anthony Hickey	School of Pharmacy	PROFESSOR	Emeritus Retirement
10	Academic Affairs	Norris Johnson	Anthropology	PROFESSOR	Emeritus Retirement
11	Academic Affairs	Richard Kohn	History	PROFESSOR	Emeritus Retirement
12	Academic Affairs	Robert McMurray	Exercise & Sport Science	PROFESSOR	Emeritus Retirement
13	Academic Affairs	Melinda Meade	Geography	PROFESSOR	Emeritus Retirement
14	Academic Affairs	Seth Reice	Biology	ASSOCIATE PROFESSOR	Emeritus Retirement
15	Academic Affairs	John Saxon	School of Government	PROFESSOR	Emeritus Retirement
16	Academic Affairs	John Semonche	History	PROFESSOR	Emeritus Retirement
17	Academic Affairs	John Smith	Computer Science	PROFESSOR	Emeritus Retirement
18	Academic Affairs	Peter Smith	Classics	ASSOCIATE PROFESSOR	Emeritus Retirement
19	Health Affairs	Robert Tomsick	Dermatology	ASSOCIATE PROFESSOR	Emeritus Retirement
20	Academic Affairs	Linda Wagner-Martin	English & Comp Literature	PROFESSOR	Emeritus Retirement
21	Academic Affairs	Richard Wiley	Biology	PROFESSOR	Emeritus Retirement
22	Academic Affairs	Warren Wogen	Mathematics	PROFESSOR	Emeritus Retirement
23	Health Affairs	Romulo Colindres	Medicine	PROFESSOR	Other
24	Academic Affairs	Sarah Liljegren	Biology	ASSISTANT PROFESSOR	Other
25	Academic Affairs	Michael Roach	Kenan-Flagler Business School	ASSISTANT PROFESSOR	Other
26	Academic Affairs	Olof Steinhorsdottir	School of Education	ASSISTANT PROFESSOR	Other
27	Health Affairs	Todd Dorfman	Medicine	ASSISTANT PROFESSOR	Personal Reasons
28	Health Affairs	Christopher Mccudden	Pathology & Lab Medicine	ASSISTANT PROFESSOR	Personal Reasons
29	Academic Affairs	Sang Soo Park	Economics	ASSISTANT PROFESSOR	Personal Reasons
30	Academic Affairs	Donald Wittekind	Journalism/Mass Communication	ASSISTANT PROFESSOR	Personal Reasons
31	Academic Affairs	Eileen Youens	School of Government	ASSISTANT PROFESSOR	Personal Reasons
32	Academic Affairs	Maurice Brookhart	Chemistry	PROFESSOR	Phased Retirement
33	Academic Affairs	Jane Brown	Journalism/Mass Communication	PROFESSOR	Phased Retirement
34	Academic Affairs	Christopher Browning	History	PROFESSOR	Phased Retirement
35	Health Affairs	Stephen Caiola	School of Pharmacy	ASSOCIATE PROFESSOR	Phased Retirement

EXECUTIVE SUMMARY

Board of Trustees

September 12, 2011

No.	College/Division	Name	Department/School	Rank	Description
For Information - End of Employment for Fiscal Year 2011 (7/1/2010 - 7/1/2011)					
36	Academic Affairs	Freddie Clark	Romance Languages	PROFESSOR	Phased Retirement
37	Academic Affairs	George Cloud	Journalism/Mass Communication	ASSOCIATE PROFESSOR	Phased Retirement
38	Academic Affairs	Barbara Day	School of Education	PROFESSOR	Phased Retirement
39	Academic Affairs	James Drennan	School of Government	PROFESSOR	Phased Retirement
40	Academic Affairs	Richard Ducker	School of Government	ASSOCIATE PROFESSOR	Phased Retirement
41	Health Affairs	Catherine Fogel	School of Nursing	PROFESSOR	Phased Retirement
42	Health Affairs	Juan Granados	Obstetrics and Gynecology	PROFESSOR	Phased Retirement
43	Academic Affairs	Jacquelyn Hall	History	PROFESSOR	Phased Retirement
44	Academic Affairs	Wallace Hannum	School of Education	ASSOCIATE PROFESSOR	Phased Retirement
45	Academic Affairs	Dorothy Holland	Anthropology	PROFESSOR	Phased Retirement
46	Health Affairs	Rudolph Juliano	School of Pharmacy	PROFESSOR	Phased Retirement
47	Academic Affairs	Joseph Kalo	School of Law	PROFESSOR	Phased Retirement
48	Health Affairs	William Kalsbeek	Biostatistics	PROFESSOR	Phased Retirement
49	Academic Affairs	Roger Lotchin	History	PROFESSOR	Phased Retirement
50	Academic Affairs	Victor Marshall	Sociology	PROFESSOR	Phased Retirement
51	Academic Affairs	Joanne Marshall	School of Info & Libr Science	PROFESSOR	Phased Retirement
52	Health Affairs	Richard Rozier	Health Policy and Management	PROFESSOR	Phased Retirement
53	Academic Affairs	Edward Salmon	Biology	PROFESSOR	Phased Retirement
54	Health Affairs	Monroe Stutts	Medicine	PROFESSOR	Phased Retirement
55	Academic Affairs	William Turnier	School of Law	PROFESSOR	Phased Retirement
56	Academic Affairs	Peter Uhlenberg	Sociology	PROFESSOR	Phased Retirement
57	Health Affairs	James Whitt	Psychiatry	PROFESSOR	Phased Retirement
58	Health Affairs	James Anderson	Cell & Molecular Physiology	PROFESSOR	Pursue Outside Employment/Further Education
59	Health Affairs	Pierre Barker	Pediatrics	PROFESSOR	Pursue Outside Employment/Further Education
60	Academic Affairs	Sandra Campo-Manton	Economics	ASSISTANT PROFESSOR	Pursue Outside Employment/Further Education
61	Health Affairs	Marion Couch	Otolaryngology (Ent)	ASSOCIATE PROFESSOR	Pursue Outside Employment/Further Education
62	Academic Affairs	Kyle Crowder	Sociology	PROFESSOR	Pursue Outside Employment/Further Education
63	Academic Affairs	Martin Doyle	Geography	ASSOCIATE PROFESSOR	Pursue Outside Employment/Further Education
64	Health Affairs	John Edwards	Medicine	ASSOCIATE PROFESSOR	Pursue Outside Employment/Further Education
65	Academic Affairs	Joseph Engelberg	Kenan-Flagler Business School	ASSISTANT PROFESSOR	Pursue Outside Employment/Further Education
66	Health Affairs	Carol Ford	Pediatrics	ASSOCIATE PROFESSOR	Pursue Outside Employment/Further Education
67	Academic Affairs	Tol Foster	American Studies	ASSISTANT PROFESSOR	Pursue Outside Employment/Further Education
68	Health Affairs	Edward Foster	Maternal & Child Health	PROFESSOR	Pursue Outside Employment/Further Education
69	Academic Affairs	Jay Garcia	American Studies	ASSISTANT PROFESSOR	Pursue Outside Employment/Further Education
70	Health Affairs	Morgan Giddings	Microbiology & Immunology	ASSOCIATE PROFESSOR	Pursue Outside Employment/Further Education

EXECUTIVE SUMMARY

Board of Trustees

September 12, 2011

No.	College/Division	Name	Department/School	Rank	Description
For Information - End of Employment for Fiscal Year 2011 (7/1/2010 - 7/1/2011)					
71	Health Affairs	Richard Hansen	School of Pharmacy	ASSOCIATE PROFESSOR	Pursue Outside Employment/Further Education
72	Health Affairs	George Henry	Pediatrics	PROFESSOR	Pursue Outside Employment/Further Education
73	Health Affairs	Cherri Hobgood	Emergency Medicine	ASSOCIATE PROFESSOR	Pursue Outside Employment/Further Education
74	Academic Affairs	Vanessa Hodges	School of Social Work	ASSOCIATE PROFESSOR	Pursue Outside Employment/Further Education
75	Health Affairs	Suk-Won Jin	Cell & Molecular Physiology	ASSISTANT PROFESSOR	Pursue Outside Employment/Further Education
76	Health Affairs	Shoou-Yih Lee	Health Policy and Management	ASSOCIATE PROFESSOR	Pursue Outside Employment/Further Education
77	Health Affairs	Karen Loechner	Pediatrics	ASSISTANT PROFESSOR	Pursue Outside Employment/Further Education
78	Health Affairs	Molly Losh	Allied Health Sciences	ASSISTANT PROFESSOR	Pursue Outside Employment/Further Education
79	Academic Affairs	Girish Mallapragada	Kenan-Flagler Business School	ASSISTANT PROFESSOR	Pursue Outside Employment/Further Education
80	Academic Affairs	Christopher Parsons	Kenan-Flagler Business School	ASSISTANT PROFESSOR	Pursue Outside Employment/Further Education
81	Health Affairs	Gary Pollack	School of Pharmacy	PROFESSOR	Pursue Outside Employment/Further Education
82	Health Affairs	Franck Polleux	Pharmacology	ASSOCIATE PROFESSOR	Pursue Outside Employment/Further Education
83	Academic Affairs	Eric Renault	Economics	PROFESSOR	Pursue Outside Employment/Further Education
84	Academic Affairs	Werner Riess	Classics	ASSOCIATE PROFESSOR	Pursue Outside Employment/Further Education
85	Academic Affairs	Lawrence Sanna	Psychology	PROFESSOR	Pursue Outside Employment/Further Education
86	Academic Affairs	Anna Scheyett	School of Social Work	ASSOCIATE PROFESSOR	Pursue Outside Employment/Further Education
87	Health Affairs	Arjumand Siddiqi	Health Behavior & Health Educ	ASSISTANT PROFESSOR	Pursue Outside Employment/Further Education
88	Academic Affairs	Mayron Tsong	Music	ASSOCIATE PROFESSOR	Pursue Outside Employment/Further Education
89	Health Affairs	Terry Van Dyke	Genetics	PROFESSOR	Pursue Outside Employment/Further Education
90	Health Affairs	Nadia Anderson	Pathology & Lab Medicine	PROFESSOR	Retirement
91	Academic Affairs	David Carr	School of Info & Libr Science	ASSOCIATE PROFESSOR	Retirement
92	Academic Affairs	Carole Crumley	Anthropology	PROFESSOR	Retirement
93	Academic Affairs	W Fitzgerald	School of Education	PROFESSOR	Retirement
94	Academic Affairs	Lynn Glassock	Music	PROFESSOR	Retirement
95	Health Affairs	Anthony Hilger	Allied Health Sciences	ASSOCIATE PROFESSOR	Retirement
96	Health Affairs	David Janowsky	Psychiatry	PROFESSOR	Retirement
97	Health Affairs	Harvey Jeffries	Environment Sciences & Engi	PROFESSOR	Retirement
98	Health Affairs	Richard Kamens	Environment Sciences & Engi	PROFESSOR	Retirement
99	Health Affairs	Gary Mesibov	Psychiatry	PROFESSOR	Retirement
100	Health Affairs	David Ontjes	Medicine	PROFESSOR	Retirement
101	Academic Affairs	Bonnie Raphael	Dramatic Art	PROFESSOR	Retirement
102	Academic Affairs	Benson Rosen	Kenan-Flagler Business School	PROFESSOR	Retirement
103	Health Affairs	Philip Singer	Environment Sciences & Engi	PROFESSOR	Retirement
104	Academic Affairs	David Sontag	Communication Studies	PROFESSOR	Term Appt NonRenewal (Not Funding Related)