

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

The Board of Trustees met in regular session on Wednesday, November 17, 2004 at The Carolina Inn, Chancellor Ballroom East, at 4:05 p.m. Chairman Williams presided.

ROLL CALL

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

Richard T. Williams, Chairman
Nelson Schwab III, Vice Chairman
Jean Almand Kitchin, Secretary
Timothy B. Burnett
Matthew M. Calabria
Philip G. Carson
Russell M. Carter
John G. B. Ellison, Jr.
Paul Fulton, Jr.
Karol V. Mason
Roger L. Perry, Sr.
A. Donald Stallings
Robert W. Winston

REPORT OF THE AUDIT AND FINANCE COMMITTEE

Mr. Schwab, chair of the Audit and Finance Committee, presented the committee's report on the following item, which was previously approved by the committee.

- Consent Agenda (The University of North Carolina at Chapel Hill Endowment Fund Annual Report for Fiscal Year Ending June 30, 2004)
(ATTACHMENT A)

Mr. Schwab moved approval for ratification by the Board of the above item. The motion was seconded by Ms. Mason and carried. The report will be transmitted to the Board of Governors.

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

- Initiation of an Enterprise-Wide Risk Management Program. Steve Kenny, Director of Risk Management Services, presented the benefits and challenges of Carolina's new Enterprise Risk Management (ERM) initiative. Through ERM, the University is working to identify and address all the University's risks on a regular basis by integrating operational, financial, strategic, compliance and reputation risks under one umbrella.

(ATTACHMENT B)

A copy of the presentation is located at: <http://www.unc.edu/depts/trustees/>

- First Quarter Fiscal Year 2004-05 Budget Status. Vice Chancellor Suttentfield, Finance & Administration, presented budget information (on an adjusted cash basis) as of September 30, 2004.

(ATTACHMENT C)

- Carolina First Campaign Update by Paul Fulton. Mr. Fulton reported that the Campaign total stands at approximately \$1,348,000,000. There have been \$35M commitments since the September Board meeting. Proposal activity continues to be aggressive—41 proposals totaling \$180M. [A copy of the report is filed in the Office of the Assistant Secretary.]

- Remarks from Employee Forum Chair Tommy Griffin concerning the importance of tuition increases as they relate to the University's future. He also commented on future staff salary increases.

- 2005-06 Tuition and Fee Preliminary Review
(ATTACHMENT D)

Mr. Schwab commented that during the 2004-05 tuition discussions the Board arrived at a tuition philosophy that stated the in-state tuition would remain at the lower quartile of peer groups, and out-of-state tuition would remain at up to 75% of that similar group. This philosophy would be a guideline for future tuition discussions.

PROGRESS REPORT ON THE TUITION/PRICE SENSITIVITY STUDY

Jerome Lucido, Vice Provost for Admissions and Enrollment Management, presented a brief update on the need for this study. He then introduced Rick Hesel and Craig Goebel of the Art & Science Group LLC, the firm that conducted the pricing study. They presented a summary of major findings and strategic recommendations concerning their pricing study for the University.

(ATTACHMENT E)

A copy of the presentation is located at: <http://www.unc.edu/depts/trustees/>

Following the presentation of the pricing study, Chairman Williams asked Mr. Lucido what it is that he wants the Board of Trustees to know about the study. Mr. Lucido stated that his analysis is very similar to what had already been reported—that is, it would appear that as long as we move forward with our competitive peer set and don't exceed what they do, we should be okay. Thus far, it is very clear that we've never exceeded that in-state for sure and we're not likely to do that now. And, out of state, we've been fairly aggressive in the last couple of years. He stated that while he'd like to say we've never exceeded it, he'd like to see that day.

Mr. Schwab commented on the Report of the 2004 Tuition Advisory Task Force to the Board of Trustees dated November 17, 2004. He stated that the report clearly identifies the following areas that need to be addressed:

- Financial aid
- Increased stipends to the teaching assistants
- Improve the student-faculty ratio, primarily hiring more faculty
- Continue to improve faculty salaries (faculty retention)

Mr. Schwab then introduced Executive Vice Chancellor and Provost Robert Shelton to present information concerning the 2005-06 Recommendations for Campus-Based Tuition, Student Fees, and School-Based Tuition.

(ATTACHMENT F)

A copy of the presentation is located at: <http://www.unc.edu/depts/trustees/>

Chancellor Moeser stated that he would present to the Board of Trustees a recommendation on campus-based tuition, and inclusive of school-based tuition; and he would welcome any feedback from the members of the Board with regard to the three options set out by the Tuition Task Force.

- Option A: \$350 proposed increase for resident undergraduate and graduate/professional students; \$800 proposed increase for non-resident undergraduate and graduate/professional students.
- Option B: \$300 proposed increase for resident undergraduate and graduate/professional students; \$1,000 proposed increase for non-resident undergraduate and graduate/professional students.
- Option C: \$250 proposed increase for resident undergraduate and graduate/professional students; \$1,200 proposed increase for non-resident undergraduate and graduate/professional students.

Mr. Schwab commented that the members of the Tuition Task Force were unanimous on Option C.

Mr. Schwab suggested that a special meeting should be held prior to the January 26-27, 2005 Board meeting to decide on the 2005-06 campus-based tuition, student fees, and school-based tuition for submission to the Board of Governors.

RECESS

Chairman Williams recessed the Board meeting at 6:05 p.m.

RECONVENE

Chairman Williams reconvened the Board meeting at 8:00 a.m. on Thursday, November 18, 2004 at The Carolina Inn, Chancellor Ballroom East and West.

ROLL CALL

Assistant Secretary Brenda Kirby called the roll and attendance was the same as on Wednesday, November 17.

CONSENT AGENDA

Approval of Minutes

On motion of Ms. Kitchin, seconded by Mr. Schwab, the minutes of the regular meeting of September 22-23, 2004 were approved as distributed.

Ratification of Mail Ballot

On motion of Ms. Kitchin, seconded by Mr. Schwab, the following mail ballot dated October 20, 2004 was approved as distributed:

- Personnel changes for information, personnel changes in Academic Affairs, personnel changes in Health Affairs, and tenured personnel actions.
(ATTACHMENT G)

REPORT ON INVESTMENT FUNDS

Mr. Max Chapman, Jr., Chairman of the Board of Directors of The University of North Carolina at Chapel Hill Foundation Investment Fund, Inc., introduced the new President and Chief Executive Officer of UNC Management Company, Inc., Mr. Jonathon C. King, who is currently the Chief Investment Office at Dartmouth College. Mr. King's appointment is effective January 1, 2005.

Mr. Chapman reported that the Investment Fund balance as of June 30, 2004 was \$1.080 Billion and \$1.093 Billion as of September 30, 2004.

A copy of the presentation is located at: <http://www.unc.edu/depts/trustees/>

CHAIRMAN'S REMARKS

Chairman Williams began by commenting on the Davie Award Dinner, which was held on Wednesday evening. The William Richardson Davie Award, the highest honor the Board of Trustees bestows for "extraordinary service to the University or to society", was presented to Paul Hardin, the University's seventh chancellor; William B. Harrison, chairman and chief executive officer of J.P. Morgan Chase and Company; Charles McKimmon Winston, Sr., chairman of the board of Winston Hotels; and Harvey E. Beech, the University's first African-American graduate, who was unable to attend the dinner. Former Kinston Mayor Orice "Buddy" Rich accepted the award on his behalf.

Chairman Williams also commented on the following:

- Tuition discussion that was held on Wednesday and thanks to Mr. Schwab and Mr. Ellison for serving on the Tuition Task Force, as well as Mr. Calabria and Provost Shelton for co-chairing the Tuition Task Force.
- *The Princeton Review* and *Forbes.com* recently ranked the University first in the country for its entrepreneurial successes. Some reasons cited for the ranking included:
 - Kenan-Flagler Business School's undergraduate business degree offering with a concentration in entrepreneurship.
 - The College of Arts and Sciences minor in entrepreneurship that begins next fall.
 - The launch of the Carolina Entrepreneurial Initiative to promote entrepreneurship among faculty, staff and students across campus. The Carolina Entrepreneurial Initiative is an \$11 million program funded in part by a grant from the Ewing Marion Kauffman Foundation to infuse entrepreneurial approaches to education campus wide and to help faculty, staff, and students launch ventures of all kinds—commercial, social, and artistic.

- Letter received from Rebecca Sowder and Elizabeth Sessler, co-chairs of UNC Habitat for Humanity, about a new project called “Blitz Build”. In late February 2005, students, faculty, and staff will be building a Habitat for Humanity home for a Chapel Hill family. Several campus and community partners, including local churches and the volunteer group will be doing most of the construction in three days. Chairman Williams has invited Ms. Sowder and Ms. Sessler to come to the January Board meeting to address the Board further regarding this project.
- Mr. Burnett and Chairman Williams attended the November 12 groundbreaking ceremony for the Global Education Center.
- Tour of the Ramshead Center on Wednesday with the members of the Buildings and Grounds Committee. He commented on the extraordinary construction of the center.

CHANCELLOR'S REMARKS

Chancellor Moeser began his remarks with the following recognitions:

- Mark Alperin, associate professor in the Department of Marine Sciences—one of three Carolina faculty members who have received Fulbright Scholar Grant Awards. In May 2005, Professor Alperin will travel to the University of Utrecht in The Netherlands to lecture and conduct research. He will teach a course in “Applications and Modeling in Isotope Biogeochemistry”, a current strength in our Marine Sciences Department. He will also work on a unit for his estuaries course that will compare nutrient pollution and government response in eastern North Carolina and the Netherlands.
- Professor Carl Ernst and Kenan Distinguished Professor Jodi Magness, both in the Department of Religious Studies, the other two Fulbright Scholar Grant Awards recipients who were unable to attend the Board meeting. Professor Ernst will go to Malaysia in January to lecture and research on the pedagogy and methodology of Islamic Studies. Professor Magness will go to the Hebrew University in Jerusalem in February to lecture on classical archaeology.

The Fulbright Program is sponsored by the U.S. Department of State and the awards are an important way in which our University contributes to a global effort to strengthen international programs.

- Tom James, dean of the School of Education, and faculty member Audrey Heining-Boynton, are leading the University through their participation in a “Year of the Languages” Program.

Chancellor Moeser stated that proficiency in other languages enhances career opportunities and builds a workforce better prepared for the international marketplace. At Carolina, 31 languages are taught besides English. The University will urge students, faculty, and staff to use and support the services and benefits offered by language education programs on campus, in their community, and across the state.

- Vice Chancellor for Finance and Administration Nancy Suttentfield, along with Chapel Hill Mayor Kevin Foy, has been selected as co-recipients of this year’s Town-Gown Award.

He added that Vice Chancellor Suttentfield and Mr. Perry are both quite active in serving on the new Downtown Economic Development Corporation.

The Chancellor commented on the Carolina Covenant:

- He thanked the Trustees for their support of the Carolina Covenant and continued sensitivity to our values of accessibility for all students who can make the grade academically.
- Recent attendance as a panelist at a College Board meeting in Chicago focusing on the issue of affordability and accessibility in public higher education in the United States. He challenged the 60 Association of American Universities (AAU) members, public and private, to do what Carolina is doing related to financial aid.

- With the expansion of the Covenant, next year fully 10% of the entering class (approximately 360 students) could potentially be Carolina Covenant scholars.
- Faculty members are being invited to become academic, as well as personal, social, and role modeling, mentors to the Carolina Covenant scholars. Approximately 70 inquiries have been received about this program.

STUDENT BODY PRESIDENT'S REMARKS

Mr. Calabria commented on the following:

- The October Report, which will be available to the members of the Board.
- Vote Carolina Campaign—30,000 people voted early.
- Music File Sharing. The Office of the President has moved forward in establishing a music file sharing program, which will be a one semester study (spring semester). Students will be offered one of four services for the semester.
- Tuition and Fees and the Tuition Task Force.

REPORT OF THE BUILDINGS AND GROUNDS COMMITTEE

Mr. Perry, chair of the Buildings and Grounds Committee, requested a motion for ratification by the Board of the following two Level 1 items, which were previously approved by the committee. Mr. Burnett made the motion. Mr. Fulton seconded the motion and it carried.

- Designer selection of the following three firms in priority order as listed for the Person Hall Project, replacing the roofing, HVAC and fire alarm systems, and installing a fire sprinkler system:
 1. HagerSmith Design, PA Raleigh, NC
 2. John B. Hawkins, AIA, Architect Chapel Hill, NC
 3. Hoke/New Vision Architects, Inc. Durham, NC(ATTACHMENT H)
- Construction Manager selection of the following three firms in priority order as listed for the Science Complex Phase II Project, providing a partial renovation to Kenan Laboratories, an addition to Sitterson Hall for Computer Sciences, a new building for Chemistry, Marine Sciences, and a combined sciences library:
 1. Centex Construction Durham, NC
 2. Skanska USA Durham, NC
 3. Bovis Raleigh, NC(ATTACHMENT I)

The following Level 3 design items were previously approved by the committee. Ms. Anna Wu, Director of Facilities Planning, presented information concerning each of these designs. A model of the Student and Academic Services Building was also provided for review by the Board.

- Design approval for the Student and Academic Services Building (SASB) Project, providing a 97,000 square foot building to consolidate a number of student and academic support services.
(ATTACHMENT J)
- Design approval for a 14,700 square foot addition to the Electric Distribution Building to house the administrative offices of the University's Energy Services Group.
(ATTACHMENT K)
- Design approval for the additions to the Cameron Avenue Cogeneration Facility for the Turbine Generator and Substation.
(ATTACHMENT L)

Mr. Perry moved approval for ratification for each of the three designs. Mr. Burnett seconded the motion and it carried.

The following Level 3 items were previously approved by the committee.

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- Site approval for the Arts Common Phase I Project. The project provides a new 100,000 square foot building for the Music Department, a 300 car underground parking deck, and utilities tunnel. Ms. Wu presented information concerning the site. A model was also provided for review by the Board. Mr. Perry moved approval for ratification of the site. Mr. Burnett seconded the motion and it carried.

(ATTACHMENT M)

Bruce Runberg, Associate Vice Chancellor for Facilities Planning and Construction, presented information concerning the following two Level 3 items.

- Acquisition by Easement for the Southwest Sanitary Sewer Line Project. The easement is a thirty foot sewer line easement along the easternmost edge of the Spring Gardens Apartment Complex property located south of Chase Avenue.

(ATTACHMENT N)

- Disposition and acquisition by swap of property located at 500 East Rosemary Street, Chapel Hill, North Carolina, for 114 Chase Avenue, Chapel Hill, North Carolina.

(ATTACHMENT O)

Mr. Schwab moved approval for ratification of the above two items. Mr. Calabria seconded the motion and it carried.

The following two Level 3 preliminary design review items were presented previously to the committee for information only (no formal action was requested at that time):

- Education Foundation Office Building. The project provides a 34,000 square foot building to house offices for the Education Foundation, Athletics Department, Ticket Office, and Memorabilia Room for Men's Basketball.

(ATTACHMENT P)

Ms. Wu presented further information concerning this preliminary design. A model of the facility was also provided for review by the Board.

- Memorial to the UNC Fallen. The project provides a memorial to University alumni who have lost their lives in military service to our country. The memorial is sited west of Memorial Hall on Cameron Avenue.

(ATTACHMENT Q)

Ms. Wu presented further information concerning this preliminary design.

The following three Level 1 items were presented previously to the committee for information only (no formal action was requested at that time):

- Memorial Grove Update. Mr. Jonathan Howes, Chairman of the Chancellor's Memorial Grove Committee, presented an update on the progress of the Memorial Grove Project. A brochure was distributed and is filed in the Office of the Assistant Secretary. The Memorial Grove was formerly called the Memorial Garden.

(ATTACHMENT R)

- South Campus Construction Phasing. Mr. Kevin MacNaughton, Special Assistant for Capital Projects, presented information concerning South Campus Construction Phasing, which is a working tool developed by Facilities Planning and Construction to track the six month progress of construction projects on south campus. Aerial photographs were presented identifying the construction phasing, project schedules, and limits of construction for the capital projects located south of South Road. The photographs will also allow Facilities Planning to identify project conflicts, construction staging areas, and circulation corridors. The photographs will be helpful as a communication tool for project managers and the campus community in the ongoing effort to coordinate work and mitigate construction impact.

(ATTACHMENT S)

- Space Migration Schedule. Mr. MacNaughton presented a spreadsheet that merges the capital project schedules with the existing and new space inventory to track swing space requirements and departmental moves. This planning tool tracks both short term requirements as well as strategic space planning goals in a graphic format. The

tool is also used to develop various planning options to determine the best solutions, minimize the number of required moves while achieving the desired adjacencies. Facilities Planning is working with Little Diversified Architectural Consulting to develop the schedule for the capital program.

(ATTACHMENT T)

REPORT OF THE UNIVERSITY AFFAIRS COMMITTEE

Mr. Carter, chair of the University Affairs Committee, presented the committee's report on the following items, which were presented previously to the committee for information only (no formal action was requested at that time).

- Faculty Chair Remarks by Professor Judith Wegner.
 - “Controversy in the Classroom” training for faculty. Members of the Faculty Council and faculty have put together some workshops for fellow faculty members to help address and handle various situations in the classroom that have the potential to disrupt the academic environment.
 - Faculty “Convocation” for library issues. In January, the faculty will convene to explore issues related to changes in scholarship (move toward online publishing of research) outside of traditional peer-review processes and also access to materials.
 - Faculty-Staff Night Out. On November 19, 2004, the Interfraternity Council and Panhellenic Council will reach out to faculty and staff by offering to baby sit the children of faculty and staff for free. The babysitting will occur in the University's gyms and is limited to children of a certain age.
 - University partnerships with non-profit agencies. A number of faculty members recently participated in a seminar in Wisconsin designed to help identify ways in which universities can expand their public service activities by partnership with area non-profits.
- Provost Remarks by Steve Allred, Executive Associate Provost, in the absence of Provost Shelton.
 - Open Searches:
 - Emil King, former director of the Detroit Symphony Orchestra, has been named as the University's first Executive Director for the Arts. He begins his appointment on January 1, 2005 and will oversee a comprehensive approach to all artistic programming and venues on campus. While in Detroit, he successfully spearheaded a \$125 million fundraising drive to improve the Symphony Hall.
 - Dean of the School of Dentistry—The Committee, chaired by Dr. Kerry Kilpatrick, has unanimously recommended a first-choice candidate, and the University is pursuing discussion with that candidate. A recommendation for appointment may be presented to the Board for approval at the January meeting.
 - Dean of the School of Public Health—The Committee, chaired by former Pharmacy Dean Dr. Bill Campbell, has interviewed two finalists and a third finalist will visit campus soon. A recommendation for this appointment may also be presented to the Board for approval at the January meeting.
 - Dean of the School of Journalism and Mass Communication—The Committee, chaired by Dr. Thomas James, Dean of the School of Education, has a small, yet highly qualified pool that represents both academics and current “practitioners” (members of the media in various ways).
 - Budget Cuts. The University will need to implement a one-time .75% budget cut (approximately \$2.8 million) for reversion to the State of North Carolina. The University Budget Committee met and agreed that there will be no cuts to

student financial aid and no cuts to the library acquisition budget. Other units will proportionately share the cuts.

- NCAA Re-certification Process by Steve Allred, Executive Associate Provost, on behalf of Provost Shelton.

Mr. Allred summarized that the University has been in the process of its second NCAA Certification since this past February. He introduced the following:

- Larry Gallo, Senior Associate Director of Athletics (and Campus Liaison to the NCAA).
- Joanna Carey Smith, Associate University Counsel (and Chief Report Writer).
- Professor Lissa Broome, Chair of the Academic Integrity Subcommittee.
- Professor Glenn George, Chair of the Equity & Welfare Subcommittee.
- Dr. Garland Hershey, Chair of the Governance & Commitment to Rules Compliance Subcommittee.

Each subcommittee chair summarized their subcommittee's report and recommendations, and answered questions from members of the University Affairs Committee.

Joanna Carey Smith stated that the report will be shared with various groups and finalized to the NCAA by January 15, 2005. The Committee on Athletics Certification will review the report and may send an external peer-review team to the campus in May 2005 before issuing a final determination.

(ATTACHMENT U)

- The Faculty Retention Update agenda item by Professor Judith Wegner was moved to the January 26, 2005 committee meeting.
- International Programs by Dr. Peter Coclanis, Associate Provost for International Affairs. Dr. Coclanis updated the committee on the variety of activities in the International Affairs area and distributed a brochure describing the work being done there.

Dr. Coclanis reported that the University is committed to making itself more visible in the international community and improving recognition of the University abroad. We've been very strong in our mission of serving the State of North Carolina; however, the focus should now be considered to reach out across the globe since our students and faculty are a part of a global market for goods and ideas. There's increasing importance of providing opportunities for our students to learn about other cultures and bringing more international exposure to our campus as well.

The University's curriculum change to include experiential education underscores the importance of growing international experiences for our students. We now send more students abroad than any other public research university and we want to continue to grow this aspect of our educational program. NAFSA has recognized Carolina as one of four colleges and universities who are demonstrating best practices for internationalization.

Goals of the International Affairs program include expanding the University's programmatic offerings, making the study abroad experience as directly related to a student's course of study as possible, and integrating the study abroad experience into the campus curriculum.

Dr. Coclanis highlighted some new study abroad programs in Cuba, Chile, Russia, Hong Kong, and Jordan that are being implemented to expand our offerings around the globe, and noted some efforts to expand international internships, including connections with University alumni working abroad.

Ground has been broken on the construction for the new Global Education Center. This facility will be designed to be a one-stop shop for all international issues.

MOTION TO CONVENE IN CLOSED SESSION

On motion of Ms. Kitchin, and seconded by Mr. Burnett, 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).

DEEP EXECUTIVE CLOSED SESSION

Chairman Williams convened the Board in Deep Executive Closed Session to discuss a personnel matter.

Chairman Williams recessed the Board briefly and then reconvened the Board in Closed Session.

CLOSED SESSION

REPORT OF THE AUDIT & FINANCE COMMITTEE

Mr. Schwab, chair of the Audit & Finance Committee, presented the committee's report on the following items which were previously approved by the committee.

- Report of the Committee on Honorary Degrees & Special Awards by Linda Dykstra, Committee Chair. [A copy of the Report of the Committee on Honorary Degrees & Special Awards is filed in the Office of the Assistant Secretary.]

Mr. Schwab moved approval for ratification by the Board of the five nominees for Distinguished Alumna/Alumnus Awards to be presented at the University Day Convocation on October 12, 2005. Mr. Stallings seconded the motion and it carried.

- Report of the Naming Committee by Matt Kupec, Vice Chancellor for University Advancement. [A copy of the Report of the Naming Committee is filed in the Office of the Assistant Secretary.]

Mr. Schwab moved approval for ratification by the Board of the naming recommendations. Ms. Mason seconded the motion and it carried.

REPORT OF THE UNIVERSITY AFFAIRS COMMITTEE

Mr. Carter, chair of the University Affairs Committee, presented the faculty appointments and salary approvals dated November 18, 2004 for the Board's consideration. The actions will be voted on in open session.

(ATTACHMENTS V, W, X, Y)

LEGAL ADVICE

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

DEEP EXECUTIVE CLOSED SESSION

Chairman Williams convened the Board in Deep Executive Closed Session to discuss a personnel matter.

RECONVENE MEETING IN OPEN SESSION

Chairman Williams reconvened the Board in open session.

OPEN SESSION

UNIVERSITY AFFAIRS COMMITTEE

Mr. Carter, chair of the University Affairs Committee, moved approval by the Board of the following personnel actions dated November 18, 2004 which were discussed earlier in closed session. Ms. Kitchin seconded the motion and it carried.

- Personnel changes and non-faculty out of cycle salary increases in Academic Affairs. The last three items on page three were withdrawn by the members of the committee.
(ATTACHMENT V)
- Personnel changes in Health Affairs
(ATTACHMENT W)
- Tenured personnel actions
(ATTACHMENT X)

- The personnel changes for information did not require action by the Board.
(ATTACHMENT Y)

Chairman Williams 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, Mr. Burnett moved to adjourn the meeting at 1:45 p.m. The motion was duly seconded and carried.

Assistant Secretary