The Board of Trustees of The University of North Carolina at Chapel Hill met in regular session on December 13, 1991, at 11:00 a.m. in the UN Ballroom of The Carolina Inn.

ROLL CALL

Members present: Robert L. Strickland, Chairman
                David L. Ward, Jr., Vice Chairman
                William A. Darby, Secretary
                Angela R. Bryant
                Thos. E. Capps
                John W. Harris
                Matthew F. Heyd
                Richard H. Jenrette
                J. Gregory Poole, Jr.
                David J. Whichard, II
                William K. Woltz
                Annette F. Wood

Member absent: John W. Pope

MINUTES

Ms. Bryant moved, seconded by Mr. Ward, that the minutes of the regular meeting of October 25, 1991, be approved as distributed. The motion carried unanimously.

CHAIRMAN'S REMARKS

Chairman Strickland stated that he felt that in this year of the Bicentennial, it would be appropriate to speak of money and even more appropriately, wealth. He observed that most Americans don't seem to understand the difference between money and wealth. By his definition money is transient, vulnerable, and does not maintain any inherent value. When inflation is strong, money is weak. Wealth is stable, strong, not vulnerable to the ravages of inflation, because wealth maintains value. Chairman Strickland illustrated the difference between money and wealth with a $20 gold piece, and a twenty dollar bill. The gold piece was issued
by the U. S. Treasury in 1924. Since being issued, the gold piece has increased its buying power by almost 30 times. The twenty dollar bill, printed approximately two years ago, is losing about 5% of its buying power every year. Chairman Strickland feels the Trustees' purpose and charge is to focus on the real wealth of Carolina, as monetary aspects are discussed, such as tuition and fees, costs, and budgets. He believes the wealth is in the quality of UNC-CH'S mission, and mission results. He stated that the wealth of this campus is the enduring value that emanates from teaching, research, and service.

Chairman Strickland recognized Dr. Darity, who has made a lasting contribution to the wealth of this institution, and to the wealth of the work of this Board of Trustees. Chairman Strickland read a letter from Dr. Darity stating that he had accepted a position with the Population Council of New York as Senior Associate and Deputy Director for the Asia and Near East Operations Research Project and would be resigning from the Board of Trustees. This new job will require Dr. Darity to relocate in that region of the world. Dr. Darity stated with deep regret that he must resign from the Board of Trustees of the University of North Carolina at Chapel Hill, effective December 31, 1991.

Chairman Strickland called on Mr. Ward.

On the motion of Mr. Ward, duly seconded, the Board unanimously voted, with standing ovation, approval of the following Resolution of Appreciation for Dr. William A. Darity.
Resolution of Appreciation for William Alexander Darity

WHEREAS, Dr. William Alexander Darity, native of Flat Rock, North Carolina, earned his Ph.D. from this University in 1964, received the UNC-CH School of Public Health Alumni Association's Distinguished Service Award in 1977, and has focused on health issues affecting minority groups during a highly successful career as a professor, researcher, and administrator at the University of Massachusetts at Amherst; and,

WHEREAS, our friend Bill has continued his life's work for the past decade with the World Health Organization teaching at institutions such as the University of Alexandria in Egypt and advising 17 countries in the Eastern Mediterranean Region; and,

WHEREAS, Dr. Darity, who was appointed a University trustee in July 1985, is in the midst of a second consecutive term as the Board's secretary and has ably served as Chairman of the Academic and Student Affairs Committee, and now serves as Chair of the Academic Affairs Committee; and,

WHEREAS, Dr. Darity is leaving his position as a member of the Board of Trustees of the University of North Carolina at Chapel Hill and other duties in the United States to pursue an exciting new public health assignment in Egypt as Senior Associate and Deputy Director for Asia and Near East Operations to conduct a Research Project with The Population Council of New York, which is designed for Bill to organize and carry out Operations Research in Family Planning and Population Studies in Egypt, Turkey, Yemen, Jordan, Syria, Tunisia and Morocco; and,

WHEREAS, Bill skillfully drew from his sense of humor, personal convictions and extensive knowledge of higher education to speak eloquently on behalf of minority students and to hold his ground during debate on such difficult issues as divestiture of University investments from companies doing business in South Africa; and,

WHEREAS, the members of this Board of Trustees individually and collectively would like to express their appreciation to Bill for the outstanding, devoted, faithful and vital leadership provided by him to this University during critical years in its history, and to elect him as Honorary Trustee, who as an Honorary Trustee will be invited to attend all regular meetings of this Board and will become an ex-officio member of the Board of Visitors, which election as Honorary Trustee will cease only by Bill again becoming a Trustee.
NOW, THEREFORE BE IT RESOLVED that this Board of Trustees of The University of North Carolina at Chapel Hill, individually and collectively, expresses its genuine and deep gratitude to Dr. William Alexander Darity for his outstanding and devoted service to this University; and,

BE IT FURTHER RESOLVED AND ENACTED that Dr. William Alexander Darity is hereby elected as an Honorary Trustee of The University of North Carolina at Chapel Hill; and,

BE IT FURTHER RESOLVED that these resolutions be spread upon the minutes of the regular meeting of the Board of Trustees on December 13, 1991 and a certified copy be delivered to Dr. Darity.

Dr. Darity commented briefly about his new job.

Chairman Strickland stated that Mr. Woltz would now chair the Academic Affairs Committee.

Chairman Strickland asked Mr. Capps to reconvene the nominating committee to bring a nomination for secretary to the Board at the January meeting.

Committee Meeting Schedule

Chairman Strickland stated that he was pleased to see the Board members express interest in the first meeting of the Student Affairs Committee. He said that he had received two suggestions regarding the meeting schedule; schedule meetings simultaneously, or have the meetings start at 8:00 and then scheduled hourly. Chairman Strickland asked for discussion.

Ms. Bryant stated as a new member, she enjoys hearing what happens in each committee, and that has been important to her. Her concern with simultaneous meetings is that a lot of content is missed because it's not revisited in detail in the full Board meeting. She stated that the 8:00 start would be good, except when appeals are heard.
Ms. Ehringhaus, University Counsel, stated that appeals could be scheduled for the afternoon before the meetings.

Mr. Woltz stated that meetings should be scheduled so that if a member is on two committees, he/she could attend both.

Mr. Whichard stated that regarding the simultaneous meetings, he feels that in some instances the Board would be remiss in allocating just one hour for a committee to transact its business. If meetings are scheduled hourly, then there might be a time constraint. He stated that the Student Affairs Committee which met that morning could have easily lasted two hours or more.

Mr. Capps stated that having simultaneous meetings is a much more efficient use of time. Most of the information is presented in the committee and then is presented to the full Board.

Mr. Whichard stated that he agreed with Mr. Capps, but if the Board goes to simultaneous committee meetings, perhaps that would give more time for the Board meeting in which fuller reports from the committee to the full Board could occur, making up to some degree what members may have missed by not being able to attend the committee meeting.

Chancellor Hardin stated that the administration would be willing to work with the Board, whichever schedule is chosen.

Mr. Capps stated that with a small Board, why not abolish the committees and have a three hour board meeting, and then everyone gets to hear everything. The purpose of committees is to delegate the functions of the Board. Mr. Capps stated that he felt that it's not very efficient, but everyone gets to hear every word that's said.
Mr. Ward likes the idea of everyone being more involved in hearing everything. It seems the education program should be done for everybody. The committees should perform special functions that are routine, or investigatory, and bring those things back to the full Board, such as looking at buildings. Maybe the rest of the program should be with the full Board. Mr. Ward stated that he likes this idea and if the Board went to that concept, he would have no objections at having all the committees meeting at the same time.

Mrs. Wood stated that she thought this should be balanced against the pros and cons of having to make rushed decisions. If Board members do not get background information in time to be knowledgeable about what is presented, then members are reluctant to speak either because of not being informed, or they feel that their decision is not the best it could be. She's reluctant about scheduling the committee meetings hourly, because sometimes there are things that require more thought, and more explaining, and critical inquiry. She feels that they are not getting a chance to do that. She is interested in everything, and would like to be apprised of everything, but at the same time she does not want to be rushed through so that she's wondering what happened, and why.

Chairman Strickland stated that he felt he was hearing an emerging consensus for being flexibility driven, for being issue driven, and for varying each meeting based upon the agenda. Mr. Strickland and Chancellor Hardin will work together on the January meeting on that basis.
Mr. Harris stated that his only comment would be that there is a variety of expertise and interests represented on this Board. He feels with Dr. Darity leaving, the Board is going to lose an educator, and someone who took a keen interest in student affairs. He always felt good about the fact that Dr. Darity was leading the Board in the right direction and understood better than those who had not worked in that particular area, as a consensus was developed. Mr. Harris stated that there was absolutely no hesitancy on his part of everyone being together, but with different committees, there are going to be those that are more interested in different areas. We do not want to lose the strength of the committee organization. He doesn't want to see the Board lose that mutual trust that develops as members work together.

CHANCELLOR'S REPORT

Chancellor Hardin expressed his farewell and appreciation to Dr. Darity on his departure.

Chancellor Hardin stated that in the last two weeks, he had had three positive experiences underlining faculty excellence. First, he has approved the recommendations for faculty leave, which are awarded competitively, and will be presented for information in executive session. Second, he has received a list of faculty members deemed worthy of holding named professorships, which will be presented in executive session for approval. Third, he has recently informed personally ten professors and graduate teaching assistants of their receipt of an undergraduate teaching award, which will be presented in the spring.
Chancellor Hardin stated that in 1991, budget cuts were a nationwide problem in public higher education. UNC-CH sustained cuts for the third consecutive year. North Carolina's legislature was one of the relatively few that, having first cut budgets very severely, also raised taxes. He feels that this is both appropriate and courageous. The Assembly also estimated revenues accurately, and for the first time in the last three years, revenues have been exceeding projections. Chancellor Hardin stated that UNC-CH was determined to manage scarcity to the best of our ability, and to prove that UNC-CH can use well the special financial responsibility delegated to us by the Board of Governors under the provisions of the act passed during the 1991 legislative session.

Chancellor Hardin stated that he hoped that every Board member would support President Spangler, the Board of Governors, and legislative friends in the enactment and voter approval of a bond issue to support new construction on UNC's 16 campuses. Such a bond issue could be sustained without new taxes.

Chancellor Hardin paid tribute to Coach Anson Dorrance, Coach Bill Palladino, and the young women who during the past few months have scored an unprecedented double victory, a U.S. victory in the first-ever women's world soccer championship, and, at the same time, literally a sixth consecutive NCAA championship for UNC-CH's women's soccer team.

Chancellor Hardin stated that President Spangler has made his recommendations on institutional mission to the Board of Governors. He highlighted parts of the report.
Chancellor Hardin added that UNC-CH's School of Education had met all 18 standards in their re-accreditation, and Federal auditors have given UNC-CH a clean bill of health on expenditures of federal research money.

REPORT OF THE STUDENT AFFAIRS COMMITTEE

Chairman Strickland called on Mr. Matthew F. Heyd, Chair of the Student Affairs Committee. Mr. Heyd reported that Ms. Meridith Rentz, Student Body Vice President, gave an update on student government and introduced to the Board Mr. David Ball, who is the latest Rhodes Scholar from UNC-CH.

Mr. Heyd reported that Dr. Ben Tuchi is currently working on a program called Carolina Campus Cares. This group is raising money to provide food for needy staff members for Christmas. Students and faculty have pledged $4,000, $3,200 of which students have pledged. Students are very much behind the efforts to help staff members.

Ms. Rentz reported on efforts toward examining campus security, which Mr. Heyd is hoping to report on for the Board.

Assistant Dean of Students Judi Barter gave a report on Greek affairs. She introduced Black Greek Council President, William Hawkins, IFC President, Lee Hark, and Laura Quate, President of Zeta Tau Alpha.

Ms. Sharon Jones reported on the Career Planning and Placement Service, which has 17,000 contacts each year. CPPS does an outstanding job on a very small budget for a maximum number of students.
Finally, Mr. Michael Steiner gave an overview on the A.P.P.L.E.S. program. Mr. Heyd also gave a brief history of the program.

Lastly, Mr. Heyd thanked Dr. Darity for his support of the student body, and especially for his fight for divestment of companies doing business with South Africa.

REPORT OF THE FINANCE AND BUSINESS COMMITTEE

Mr. Capps, Chairman of the Finance and Business Committee presented the committee's report.

Update on Progress of Design for the School of Business Administration Building

Mr. Capps stated that the committee was not satisfied with the design, and requested that it be sent back to the architect for further work.

Final Plans and Specifications for the addition to Koury Natatorium

Mr. Capps moved approval of the final plans and specifications for the additionas to Koury Natatorium. Mr. Harris seconded the motion, and it carried unanimously.

(Attachment A)

Final Plans and Specifications for the Reconstruction of Brooks Hall

Mr. Capps moved approval of the final plans and specifications for the reconstruction of Brooks Hall. Mr. Harris seconded the motion and it carried unanimously.

(Attachment B)
Reconsideration of Proposed Exterior Color Scheme for Old East and Old West Residence Halls

Mr. Capps moved approval of the proposed exterior color scheme for Old East and Old West Residence Halls, as presented. Mr. Harris seconded the motion and it carried. Mr. Woltz opposed the process of presenting the color schemes.

(Attachment C)

Change to the 1991-92 Traffic and Parking Ordinance

Mr. Capps moved approval of the change to the 1991-92 Traffic and Parking Ordinance. Mr. Harris seconded the motion and it carried unanimously.

(Attachment D)

REPORT OF THE ACADEMIC AFFAIRS COMMITTEE

Chairman Strickland called on William A. Darity, Chairman of the Academic Affairs Committee.

Dr. Darity reported that Dr. Ruel Tyson made a presentation on the Institute for the Arts and Humanities. Dr. Tyson stated that the major purpose of the Institute is to assure the tradition of great teaching. He mentioned some of the academic units involved. Dr. Darity found the report very interesting and fascinating and felt that it really brought out how humanities and arts can work together.

DEVELOPMENT

Chairman Strickland called on Mr. John Harris, Chairman of the Development Committee.

Mr. Harris called on Vice Chancellor Arch Allen.
Mr. Allen distributed a press release on the Burroughs Wellcome gift of $1.45 million dollars to the Bicentennial Campaign.

Mr. Allen distributed reports on the Bicentennial Campaign. Report #1 is a summary overview of the entire campaign, showing the $320 million dollar goal and total committed as of November 30, 1991. Report #2 itemizes progress of the Campaign to date by the objectives. Report #3 is progress by constituent units. Mr. Allen noted that for the Ackland Art Museum, most of those pledges and gifts are in art rather than in cash. Mr. Allen also noted that on report #2, unrestricted gifts are shown to be 500% above goal, that is because some people have made pledges and have reserved the right to come back in and designate a purpose at a later date. So in the accounting system they are coming in as undesignated, but the donors have indicated that they would like to designate at a later date. Report #4 gives the projection of gifts. (Copies of these reports are on file in the Office of the Assistant Secretary.) Mr. Strickland suggested that there be a look at an "aging analysis", in order to see what has been the activity over a 2 month period, 4 month period, etc., to get a sense of motion and direction and timing.

Mr. Allen called on Ms. Vicky Gless from the Arts and Sciences Foundation to present a video, "Testifying to the Best in Teaching and Learning". Mr. Ward introduced the video that was produced by the Arts and Sciences Foundation for display and showing at its pre-Bicentennial Kick-off event on October 10. Mr. Ward stated that the video was strong support of the
undergraduate experience in the College of Arts and Sciences. Copies will be distributed to Board members.

EXECUTIVE SESSION

On the motion of Mr. Heyd, seconded by Mr. Ward, the Board voted to go into executive session to consider personnel matters that it was entitled to consider in executive session under the provisions of the Open Meetings Law. The motion specified that the following persons would remain: Members of the Board of Trustees, Chancellor Hardin, Members of the Chancellor's Administrative Council, Ms. Brenda Kirby, and Ms. Jane Bethea.

REPORT OF THE ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Personnel Matters for Information

Dr. Darity reported that the Committee received personnel matters for information not requiring action by the Board.

(Attachment E)

Personnel Matters for Consultation

Dr. Darity moved, seconded by Mr. Heyd, to authorize the Chancellor to forward to the President and Board of Governors the personnel report and recommendations presented for consultation. The motion carried unanimously.

(Attachment F)

Personnel Matters for Action

Dr. Darity moved, seconded by Mr. Heyd, to receive Personnel Matters for Action, to be voted on in open session. The motion carried unanimously.

(Attachments G, H)
Faculty Appeal

The Board voted to accept the report of the panel to uphold the Chancellor's decision to deny appeal of Professor Terry Evans. (A copy of the report is on file in the Office of the Assistant Secretary.)

DEVELOPMENT

Candidate of Honors

Mr. Harris moved, seconded by Mr. Jenrette to name an auditorium in the Business School for Mr. Maurice Koury. The motion carried unanimously.

Mr. Ward moved, seconded by Mr. Woltz that a classroom be named in honor of Professor Dick Levin by a gift from Mr. Henry Harris. The motion carried unanimously.

Mr. Allen advised the Board regarding his staffing plans.

Chairman Strickland asked if there were further business in closed session. There being none, he asked for a motion to return to open session. Mr. Whichard so moved, seconded by Mr. Heyd. The motion carried unanimously.

OPEN SESSION

REPORT OF THE ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Personnel Matters for Action (Academic Affairs)

Dr. Darity moved approval of personnel changes in Academic Affairs: designation to named professorships, appointments, and salary approval. Mr. Whichard seconded the motion and it carried unanimously.

(Attachment G)
Personnel Matters for Action (Health Affairs)

Dr. Darity moved approval of personnel changes in Health Affairs: designation to named professorships, appointments, and salary approval. Mr. Whichard seconded the motion and it carried unanimously.

(Attachment H)

Ratification of Mail Ballot of November 11, 1991

Dr. Darity moved to ratify the Mail Ballot of November 11, 1991. Mr. Whichard seconded the motion and it carried unanimously.

(Attachment I)

ADJOURNMENT

There being no further business, Chairman Strickland asked for a motion to adjourn the meeting. Dr. Darity so moved, seconded by Mr. Whichard. The motion carried unanimously.

The meeting was adjourned at 12:50 pm.

[Signature]
Assistant Secretary