

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

The Board of Trustees met in regular session on Wednesday, September 24, 2008, at The Carolina Inn, Chancellor's Ballroom West, at 5:02 p.m. Chair Perry presided.

**ROLL CALL**

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

Roger L. Perry, Sr., Chair	J. Alston Gardner
Karol V. Mason, Vice Chair	Nelson Schwab III
Russell M. Carter, Secretary	Sallie Shuping-Russell
Phillip L. Clay	A. Donald Stallings
John G. B. Ellison, Jr.	Robert W. Winston
Paul Fulton	

Barbara R. Hyde joined the meeting via teleconference.

Chair Perry read 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.”

**REPORT OF THE BUILDINGS AND GROUNDS COMMITTEE**

Jack Evans gave a report about Carolina North. The Town Council has begun to discuss the Innovation Center, and they may vote on September 27, 2008. If that happens, we could potentially move forward in early 2009. Trustees Winston and Perry will be meeting with the Town Council to begin the process to get approval for Carolina North.

Mr. Winston, Committee Chair, moved ratification by the Board of the following items, which were previously approved by the committee. Mr. Schwab seconded the motion and it carried.

- **Disposition by Severance-** This project proposes to remove by demolition the existing Medical Research Lab A Building located on Mason Farm Road on the main campus. Demolition of this structure is necessary in order to construct the new Imaging Research Building. In order to provide an optimal design for the new 343,000 SF research building, the proposed building site will need to be cleared of all existing structures. The existing Medical Research Lab A Building has no historical significance.

Medical Research Lab A Building was constructed in 1969 with a total building area of 8,609 SF. This building has been renovated multiple times and has exceeded its useful life.

(ATTACHMENT A)

- **Disposition by Easement: University Property, Cameron Avenue Cogeneration Facility, Chapel Hill-** This project proposes to grant a temporary construction easement (or right of entry) and a permanent easement upon completion of work to PSNC Energy for the relocation of a gas main line at the University’s Cameron Avenue Cogeneration Facility.

The work is being done at the request of the University due to safety concerns about the location of the existing PSNC 10" gas main line and its proximity to the proposed installation of a new duct bank. The plans call for retirement of the existing line and replacement with a new 12" gas main line installed in a different location at the Facility as shown on the attached map, Exhibit A.

The temporary and permanent easement area will comprise approximately 0.078 acres or 3,400 SF (approximately 10 feet in width and 340 feet in length).

Detailed construction plans must be submitted to the University for review and approval prior to the issuance of the easement. There will be no compensation for the granting of this easement. The University will reimburse PSNC for the cost of the relocation project (approximately \$478,255).

(ATTACHMENT B)

• **Preliminary Design Review- Wilson Library Stair Additions.** This project provides two 10 story exit stair additions on the south side of Wilson Library. The project scope also includes an interior stair, new corridors, fire alarms and sprinklers to bring the building up to current exiting code standards. The planning budget for is \$900 K with funding from the 2008 Repairs and Renovations appropriations. The project budget is \$12 M. Construction funding will be requested from future state appropriations.

The item came to the committee for information; however the committee decided to approve the design. Mr. Winston, Committee Chair, moved ratification by the Board of the following item, which was previously approved by the committee. Mr. Schwab seconded the motion and it carried.

(ATTACHMENT C)

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

Anna Wu, Director of Facilities Planning, presented the following items for information only (no formal action was requested at this time).

• **Preliminary Design Review- Carolina Commons Site Plan.** This project constructs housing on the 62-acre Horace Williams Satellite Tract for faculty and staff. The concept plan for the site includes a mix of approximately 160 single family, town home, and condominium units. The mix of housing included in the site plan will address a range of incomes among faculty and staff and the number of units reflects the constraints of the site.

The trustees had questions about eligibility for living in the site. Vice Chancellor Richard Mann answered their questions and reminded them that they are not that far into the process. This is just a preliminary viewing of the concept of the site. All of the trustees' questions will be taken into consideration as the project moves forward and the issues raised are at the point of discussion.

(ATTACHMENT D)

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### **RECESS**

Chair Perry recessed the Board meeting at 5:21 p.m.

### RECONVENE

Chair Perry reconvened the Board meeting at 8:02 a.m. on Thursday, September 25, 2008, at The Carolina Inn, Chancellor's Ballroom East and West.

### ROLL CALL

Assistant Secretary Brenda Kirby called the roll. The roll was the same as on Wednesday, September 24.

### CONSENT AGENDA

#### Approval of Minutes

On motion of Mr. Stallings seconded by Ms. Mason, the minutes of the regular meeting of July 23-24, 2008, and the minutes of the special meeting of August 28, 2008, were approved as distributed.

#### Ratification of Mail Ballots

On motion of Mr. Stallings seconded by Ms. Mason, the following mail ballot dated August 18, 2008, was approved as distributed:

- Personnel changes for information, personnel changes in Academic Affairs, personnel changes in Health Affairs, and tenured personnel actions.

(ATTACHMENT E)

### CHAIR'S REMARKS

Chair Perry began his remarks by mentioning Saturday's successful "Good Morning America" show. It was an incredible show that promoted what a great University we have, what a great student body we have and what a great new chancellor we have. He acknowledged Trustees Ellison and Raynor for their efforts with the task force that is dedicated to finding out what it takes to make Carolina the best place to teach, learn, and discover. Trustees Ellison and Raynor gave a few remarks about their efforts. They have spoken with approximately 140 people on campus, individually and in small groups with many more meetings to come. After gathering all the recommendations, the task force will narrow down the topics to two or three main issues in which to focus on in making Carolina the best.

### CHANCELLOR'S REMARKS

Chancellor Thorp thanked the Trustees for their ongoing support. He then spoke about the following:

- **Ceremony to honor Dennis and Joan Gillings** for their \$50 million gift for the School of Global Public Health.
- **Success of the "Good Morning America" show.**
- **Report on Student Enrollment.** We will learn more about our entering class. The students who just joined us are outstanding, and they are already making their mark on this campus. We will learn more about the talents and achievements of these students, and more about how we are supporting them financially. But we will also hear about the challenges we faced this year in recruiting them. It will be important for us to keep these challenges in mind as we move to our other presentations — one about our physical space and another about enrollment growth. We have a responsibility to do our part within the UNC system to grow the enrollment. There's nothing more important than for this University to do its part to educate North Carolina's high school graduates over the next decade. We'll have to grow to accommodate our share of these students. For us, the opportunity is to determine how to grow the enrollment while enhancing the quality of the student body and the academic environment that we can provide for them. We want students to benefit from scholarship in

the classroom. We want them to know that they're in a great research university and why that's important. Shortly, Provost Gray-Little will introduce our consultants for their presentations. One will cover future physical space by Paulien & Associates. The other will examine additional factors potentially affecting our first-year class by the Art & Science Group.

- **University Day.** University Day – October 12 – is traditionally when we install new chancellors. And that's when chancellors traditionally lay out a vision and goals for the University. Our objective is to be a globally eminent university and to do it by primarily focusing on North Carolina. That's why it's so important to get the challenge of meeting future enrollment growth right. Another challenge: recruiting and supporting great faculty.
- **Serving the State.** Our guiding principle calls us to aspire globally while serving locally. We must start in our own region – Chapel Hill, Carrboro, Orange County. Our service to the state begins with attracting and inspiring the smart young people of our state who will graduate and, we hope, stay here to contribute to the economy and society here at home. I've pledged to President Bowles that we will partner with our sister UNC institutions and, together, help lead North Carolina into the future.
- **Tour of the State.** I will set out on a weeklong trip around North Carolina. I thought it was important to demonstrate my own commitment to the University's mission of public service and engagement. You may wonder why a North Carolina native who has spent most of his life in our state needs a tour. I've still got a lot to learn about the University and the state, so I will be visiting Asheville, Charlotte, Greensboro, Wilmington, Morehead City, Elizabeth City and my hometown of Fayetteville. One of my goals is to visit with as many of my fellow chancellors across the UNC system as I can. I want to talk with each of them about how our universities can work together. I will also visit public school classrooms, including my alma mater, Terry Sanford High School in Fayetteville. My message to students across the state is going to be this ... First, please aspire to go to college, and second, there is no better place to go to college than Carolina. We need to get them to visit us and understand that college is the best thing for them. You are going to be seeing a lot of me – whether you live here in North Carolina or out-of-state. My role is to serve as ambassador, so I look forward to working with you, the trustees, on our relationships with the Carolina family and other key constituents.

### **STUDENT BODY PRESIDENT'S REMARKS**

Ms. Raynor gave an update on the following items:

- Making academics more engaging
- Improving safety on campus and in the community
- Environmental affairs

### **STUDENT ENROLLMENT**

Provost Gray-Little spoke about Student Enrollment and introduced the speakers for each portion of the presentation.

- **Undergraduate Admissions 2009-2010 by Stephen Farmer, Assistant Provost and Director of Undergraduate Admissions.** He reported on the Class of 2012—21,507 applications were received; 7,309 (34.0%) were admitted; and 3,864 (52.9%) were enrolled at the University. The class average SAT is 1301—a 1 point decrease over last year. He also spoke about the demographics of the class, engagement, competition, enhanced aid, and recruitment.
- **Financial Aid 2009-2010 by Shirley A. Ort, Associate Provost and Director of Scholarships and Student Aid.** The Office of Scholarships and Student Aid supports the

mission of the University by removing financial barriers (access) and recognizing and rewarding talent (excellence). About sixty-seven percent of undergraduate students and thirty-three percent of graduate and professional students received some type of financial aid for 2006-07, totaling approximately \$219 M. She also spoke about sources and types of student aid funding, different growth measures, family incomes, trends in type of aid distributed, loan indebtedness, scholarships, and the challenges of financial aid.

Chair Perry requested that Ms. Ort come back to the Board to report on the graduate school.

- **Current & Future Space Resources by Daniel Paulien of Paulien & Associates, Inc.** Mr. Paulien commented on how much space the university will need as it grows in enrollment. He outlined the current and projected growth assumptions, space standards, existing space compared to guidelines, and space needs.
- **Final Report from Art & Science on Student Recruitment by Rick Hesel.** Mr. Hesel spoke about perceptions of size, size, quality and the competition, effects of growth and perceived quality, strategies to manage the impact of growth, challenges with top North Carolinians, and challenges for North Carolina.

The trustees shared their concerns about the effects of growth on the university. It was agreed that we need to pay close attention to our growth rates and make sure the university stays true to its mission while maintaining the highest quality students.

A copy of the PowerPoint presentation is located at: [www.unc.edu/depts/trustees/](http://www.unc.edu/depts/trustees/)  
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#### **REPORT OF THE UNIVERSITY ADVANCEMENT COMMITTEE**

Roger Perry, Committee Chair, 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).

- **Development Update-** Matt Kupec, Vice Chancellor for University Advancement, reported on last years campaign. This year's cash receipts already exceed \$300 million.  
(ATTACHMENT F)
- **University Relations Update-** Nancy Davis, Associate Vice President for University Relations, reported on the marketing and branding plan. A marketing director is being recruited.  
(ATTACHMENT G)

#### **REPORT OF THE AUDIT AND FINANCE COMMITTEE**

Mr. Fulton, Committee Chair, moved ratification by the Board of the following items which were previously approved by the committee. The motion carried.

- **Special Obligation Bond Projects Resolution-** Brian Smith, Director of Treasury Operations, presented a resolution authorizing the issuance of special obligation bonds for self-liquidating (i.e., self-supporting) capital projects recently approved by the North Carolina General Assembly. Past practice has been to bring these projects to the Board of Trustees for financing approval as soon as practical after General Assembly approval. 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.  
(ATTACHMENT H)

- **Approval of Audit Plan and Internal Audit Report.** Phyllis Petree presented the audit schedule for 2008-2009, reported on audit activities, and outlined a long range audit plan. The long range plan focuses on improving internal controls and risk assessments. The audit report for 2007-08 included a summary of audit projects completed or in process in fiscal year 2008 and year to date in fiscal year 2009. These projects did not disclose any material control weaknesses. Management is working to resolve any audit issues that were noted.

(ATTACHMENT I)

Mr. Fulton, also 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).

- **Remarks from Employee Forum Chair.** Tommy Griffin was very complimentary of the work that Trustees Ellison and Raynor are doing, and was glad to have participated in it. He was also complimentary of the process and what his expectations were as a result.

- **Naming Committee Report.** The University's Naming Committee met with the Audit and Finance Committee to discuss a few issues regarding the naming policy process at Carolina. The naming committee wanted to be certain it was recommending decisions that are consistent with the views and wishes of the Board of Trustees. Specifically, the committee addressed corporate namings and temporary, or time limited, namings, and evaluations.

(ATTACHMENT J)

- **Development Benchmarks.** The Committee received a brief update regarding fund-raising progress for FY09. It was the same report that Chair Perry gave from the University Advancement Committee.

- **Annual Debt Management Report.** Brian Smith, Director of Treasury and Risk Management Services, provided an update on the University's financing activities. Over the last five years, the University has significantly increased its use of self liquidating debt, compared to its peers, for capital projects. At Fiscal Year End ("FYE") 2000, the University's outstanding bond indebtedness totaled \$266 million; at FYE 2007, totaled \$951 million; and at FYE 2012, will total approximately \$1.6 billion based upon current projections.

During the course of FYE 2008, the bond rating agencies re-affirmed the University's long-term debt ratings of Aa1 (Moody's); AA+ (Standard & Poor); and AA+ (Fitch Ratings). The University is only one of seven public universities rated as high or better. Key areas that can impact the University's bond ratings in the future include: research funding, State support, leverage relative to (bond rating) peers, investment performance, and fundraising.

It is important for the University to reserve debt capacity for high priority projects that support the core strategies of the institution and that have an established source of repayment in place.

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- **Benchmark Analyses.**

- *Peer Compensation Analysis*- In July, the Committee reviewed information regarding the salary gap between Carolina and our peer institutions when the value of Health Care and Pension Benefits are considered. Brenda Malone presented a peer comparison of faculty compensation (salary, pension and health coverage). The presentation identified the 80<sup>th</sup> and 50<sup>th</sup> percentiles by faculty rank, and showed the cost of these benefits at each of

our peer institutions. The numbers clearly demonstrated how Carolina is disadvantaged because we cannot provide a more competitive Employer contribution to the Optional Retirement Program, and further disadvantaged because, in comparison to our peers, we are the only institution that does not contribute to family health care coverage. We will continue to explore affirmative steps that the University can take to address these issues.

- *Supplemental Health Insurance*- Trustee Shuping-Russell's proposal to develop a Supplemental Health Insurance Program for employee/family coverage has been discussed with General Administration. They are conferring with state officials as to whether such a program would be permissible under existing state regulations. No determination has been made as yet.

- *Student/Faculty Ratio*- Elmira Mangum provided an additional five years of information on the student faculty ratio across each of the academic units. The data show that we have made the most significant progress in the School of Journalism where the ratio went from a high of 29 to 1 in 2001 to its current low of 19 to 1. With the exception of Journalism, Law, and Nursing most ratios are slightly higher today than ten years ago. The student faculty ratio of the College of Arts and Sciences, where most students are served remains about the same at 22 to 1. If we are to make progress in our student faculty ratio and reduce class sizes we will need more instructional faculty. This will be one of the challenges of a new growth strategy.

(ATTACHMENT K)

• **Update on Capital Improvement Project.** Dwayne Pinkney reported that 98% of the funds provided to the campus from the 2000 Higher Education Bond Program has been expensed and that the program is scheduled to complete in January, 2009. Forty-nine projects (valued at \$515 M) were funded by the Higher Education Bond Funds and of those, 29 (valued at \$214.7 M) have been completed and closed out, another 14 (valued at \$189.6 M) have been completed and the close-out documents are aggressively being worked. Six projects (valued at \$110.9 M) remain under construction.

The entire capital improvement program includes 165 total projects and is valued at \$2.1 billion. The total program is comprised of the following components:

- Self Liquidating at \$1.3 B or 63%
- Higher Education Bond funds at \$515.2 M or 24%
- State Appropriated funds at \$185.2 M or 9%
- R&R/COPS at \$81.6 M at 4%

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### **REPORT OF THE UNIVERSITY AFFAIRS COMMITTEE**

Mr. Gardner, Committee Chair, 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).

• **Secretary of the Faculty, Joe Ferrell** spoke about the extraordinary challenge of recruiting new faculty over the next ten years, given current enrollment levels. Last year we hired 163 tenure track faculty. We will need to recruit about 250 new faculty per year for the next eight years. The tenure-track process is time-consuming for faculty and administrators, and we need to look for inefficiencies in the process, as well as provide extra administrative

support.

- **Remarks by Provost Bernadette Gray- Little** reported on the following:
  - Dean searches are underway for the College of Arts & Sciences, and the School of Nursing. The goal is to have both positions filled by July 2009.
  - Vice Chancellor and General Counsel, Leslie Strohm presented proposed revisions to the Post-Tenure Review Policy required to comply with a recent directive from the UNC Board of Governors.
    - Mr. Gardner moved ratification by the Board of the item which was previously approved by the committee. Mr. Clay seconded the motion and it carried.

• **Focus on the Graduate School by Steve Matson**, Dean of the Graduate School. Dr. Matson shared that 29% of all students are graduate students and an additional 8% are professional students. Graduate students drive the research enterprise and are our future leaders, professors, and researchers. They contribute in positive ways to campus life and to our teaching mission.

Within an enrollment growth scenario (assuming the Graduate School maintains its relative share of enrollment) we will need to enroll 1,300 more graduate students over the next decade. We have the capacity for growth in new “traditional” Ph.D. programs and new Masters Programs. There are challenges to that growth. UNC- CH is not as competitive as it needs to be. The best apply, but we cannot compete with our financial support. Single largest impediment: we don’t adequately support first year graduate students. To address these challenges, we need to seek increased instructional support and tuition remission funds from the General Assembly and improve our stipends, through private funding.

• **Quality Enhancement Plan (QEP) Report** by Bobbi Owen, Associate Dean of the College of Arts & Sciences.

(ATTACHMENT L)

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• **Academic Advising Update** by Bobbi Owen, Associate Dean of the College of Arts & Sciences. In the past there has been inadequate technology, poor morale and low pay among advisors, and inadequate space. All of these issues are being addressed, concurrently, and are bringing about improvements. Technology is being improved; websites are being updated; and processes will become less paper-intensive with new ERP. Additional advisors have been hired, and six departments have new dedicated positions. Each student is assigned one advisor; that relationship continues through all four or five years (even after moving into another School). Space is much improved through renovation of Hanes Hall. Advisors are more available and they are also being paid better. Departments are being asked to implement basic standards and reports, for accountability purposes. The College looks forward to this time next year, when it will have much more to report on continuing progress.

• **Greek Life Update** by Margaret Jablonski, Vice Chancellor for Student Affairs. She mentioned that we have 56 chapters, under 4 different Councils. Almost 3,000 undergraduates are involved (17% of u.g. population). Former Trustee Kitchin and current Trustee Carter pushed very hard to have standards for all of the fraternities and an annual

certification process. In the first year of that process, twenty-six of the fifty-six institutions did not comply. As of September 21, 2008, all chapters are in good standing. We have higher grade point averages, higher levels of public service and less egregious behavior. A new confidential "hotline" has been implemented to facilitate expression of student concerns; this is proving to be effective. Student leadership has improved significantly. The challenge we face is that there is annual turnover in leadership, so this is a process we have to keep evergreen.

There was discussion about Rush and how to make it more productive. Both the administrators and student leaders agreed that it should be shorter, and we are benchmarking against our peer institutions to see how they are doing it.

Chair Perry thanked Dean Owen for all of her hard work with the updates in advising. He mentioned that he had heard great things from parents and students about the new process.

#### **2008-09 ACC GOVERNING BOARD CERTIFICATION FORM**

Leslie Strohm, Vice Chancellor and General Counsel, presented information concerning the 2008-09 Atlantic Coast Conference Governing Board Certification Form, which is required to be completed annually by the Chair of the Governing Board in order for a member institution to enter a team or individual competitors in an ACC Championship as indicated in Article XIII-2 of the ACC Bylaws.

Mr. Schwab moved approval of the form. Mr. Stallings seconded the motion and it carried. In signing the form, Chair Perry attested the following:

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 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.

(ATTACHMENT M)

#### **MOTION TO CONVENE IN CLOSED SESSION**

On motion of Secretary Carter, and seconded by Mr. Schwab, 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 which were previously presented to the Audit & Finance Committee and approved by the committee.

Mr. Winston moved ratification by the Board of the naming recommendations. The motion was dually seconded and the motion 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. Carter, presented the personnel and salary approvals dated September 15, 2008, for the Board's consideration. The actions will be voted on in open session.  
(ATTACHMENTS N-O-P-Q-R)

**LEGAL ADVICE**

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

**DEEP EXECUTIVE CLOSED SESSION**

Chair Perry convened the Board in Deep Executive Closed Session to discuss a personnel matter.

**RECONVENE MEETING IN OPEN SESSION**

Chair Perry reconvened the meeting in open session.

**OPEN SESSION**

**REPORT OF THE UNIVERSITY AFFAIRS COMMITTEE**

Mr. Carter moved approval by the Board of the following personnel actions dated September 15, 2008, which were discussed earlier in closed session. The motion was dually seconded and the motion carried.

- The personnel changes for information did not require action by the Board.  
(ATTACHMENT N)
- Personnel changes in Academic Affairs.  
(ATTACHMENT O)
- Personnel changes in Health Affairs.  
(ATTACHMENT P)
- Tenured Personnel Actions.  
(ATTACHMENT Q)
- Out of Cycle Salary Increase.  
(ATTACHMENT R)

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

**ADJOURNMENT**

There being no further business to come before the Board, the meeting adjourned at 12:28 p.m.

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Assistant Secretary