



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

ATTACHMENT A

CAROL L. FOLT
Chancellor

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

T 919.962.1365
F 919.962.1647
carol.folt@unc.edu

To: Members of the Board of Trustees

From: Carol Folt *CLF*

Re: Mail Ballot

Date: March 31, 2014

I write to request your approval by mail ballot of the following matter related to the Endowment Fund:

In 2005, the Department of Environmental Sciences and Engineering (ESE) created a quasi-endowment fund using expendable gifts and over time reinvested the distribution to build up the fund. The current market value of the fund as of January 2014 was \$1,795,088.42. ESE wishes to withdraw \$250,000 from principal for use in connection with support costs for the Department and its faculty. Examples of those costs are interior building renovations and investment in the Department's Design Center and Water Institute Program. I recommend approval of the withdrawal. The Board of Trustees of the Endowment Fund approved this withdrawal by mail ballot on March 19, 2014.

Please mark and return the enclosed ballot indicating whether or not you approve of the above action. Thank you.

Enclosure

cc: David Routh
Kevin Seitz

This mail ballot was approved by the Board of Trustees with a majority vote on April 3, 2014. Lowry Caudill, Alston Gardner, Phillip Clay, Haywood Cochrane Jr., Charles Duckett, Steven Lerner and Dwight Stone approved this action.

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MAIL BALLOT
BOARD OF TRUSTEES
March 31, 2014

Attached for your review and approval is a mail ballot concerning an Endowment Fund matter. This mail ballot will be approved as part of the Consent Agenda at the Full Board meeting on Thursday, May 22, 2014.

The undersigned votes as follows with respect to the recommendation proposed in Chancellor Folt's memorandum dated March 31, 2014.

	Approve	Disapprove
Withdrawal from Quasi-Endowment for the benefit of the Department of Environmental Sciences and Engineering	_____	_____

Signed_____

Printed Name_____

Date_____

Please fax to Patti Wilkinson: (919) 962-1647
or email: pattiw@unc.edu



THE UNIVERSITY
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carol.folt@unc.edu

April 28, 2014

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 ballot concerning personnel matters which require the immediate attention of the Board. Accordingly, I am transmitting to you herewith the following appointment and compensation agreement for the Vice Chancellor for Finance and Administration. Mr. Fajack's appointment is effective June 9, 2014.

Please complete the attached mail ballot and return to Patti Wilkinson at your earliest convenience.

Sincerely,

Carol L. Folt

Attachments

This mail ballot was approved on April 29, 2014 with a majority vote by the following members:
Lowry Caudill, Alston Garder, Sallie Shuping-Russell, Jeff Brown, Phillip Clay, Haywood Cochrane,
Chuck Duckett, Kelly Hopkins, Steve Lerner, and Dwight Stone



THE UNIVERSITY
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at CHAPEL HILL

CAROL L. FOLT
Chancellor

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carol.folt@unc.edu

April 16, 2014

Mr. Matt Fajack
1926 N.W. 111th Drive
Gainesville, NC 32606

Dear Matt:

I am pleased to confirm your appointment as Vice Chancellor for Finance and Administration at the University of North Carolina at Chapel Hill, subject to the approval of The University's Board of Trustees. As a Vice Chancellor, you will be classified as a Tier I Senior Academic and Administrative Officer of the University and subject to all of the relevant human resources policies for employees in this category. The following outlines the specific details of your appointment -

<i>Employment effective date:</i>	June 9, 2014
<i>Employment status:</i>	At-will; subject to continuation or discontinuation at any time at the discretion of the Chancellor.
<i>Compensation:</i>	\$343,000 per year based on a full-time (1.0 FTE) work schedule and subject to annual review. The Office of the Chancellor is responsible for initiating any changes in salary, subject to compensation policies adopted by the Board of Governors or the Board of Trustees.
<i>Leave Accrual:</i>	26 days (208 hours) per year of annual (vacation) leave and 12 days (96 hours) per year of sick leave for full-time service; up to 30 days (240 hours) of annual leave may be carried each calendar year, with any excess balance converted to sick leave at year end.
<i>Leave Payout at Appointment End:</i>	Up to 30 days (240) hours of annual leave; unused sick leave is not eligible for payout.
<i>University Vehicle:</i>	Use of a leased vehicle will be provided, including customary insurance, maintenance, and operating costs, to be paid for by the University of North Carolina at Chapel Hill Foundation, Inc. At appointment end, the provided vehicle must be returned promptly to the appropriate University official.
<i>Moving Allowance:</i>	The University will reimburse customary and reasonable expenses related to moving household goods and any travel

MF

Mr. Matt Fajack
April 16, 2014
Page 2 of 3

and lodging expenses incurred for you and your family in transit to North Carolina, to a maximum amount of \$20,000. Reimbursement for moving and storage of household goods must be requested no later than 180 days of the date of hire and is subject to University procurement rules which are summarized in the following document on the University's web site: <http://finance.unc.edu/files/2012/11/moving.pdf>.

House Hunting Trips:

The University will reimburse up to \$3,000 of reasonable travel and lodging expenses for you and your family, for up to two house hunting trips to Chapel Hill, North Carolina.

Temporary Housing Allowance:

The University will reimburse up to \$3,000 per month for a period not to exceed twelve (12) months related to temporary housing expenses following your relocation to North Carolina. All reimbursements require documentation of actual expenses.

Athletic Event Tickets:

You will be provided two tickets to UNC Men's basketball and football games. Please note that you may decline the tickets, pay for them entirely, or receive them at no cost. If you receive the tickets at no cost, the value of the tickets will be reported as taxable income.

Background Check:

Your appointment is conditional on satisfactory completion of the University's required criminal conviction and credentials checking processes. In the event these processes have not been fully completed at the time your appointment begins, this appointment may be rescinded if any remaining checks disclose information that in the University's judgment are sufficient to bar continued appointment. Before a final decision is made to rescind any appointment, the appointee will receive a copy of the information used in reaching this decision and will have an opportunity to provide any exculpatory or explanatory information.

Employment Policies:

Your appointment will be subject to the *Employment Policies for EPA Non-Faculty Tier I Senior Academic and Administrative Officers of the University of North Carolina at Chapel Hill* as presently defined and as they may be periodically revised. A copy of the policies currently in effect is enclosed with this letter and is also available at any time by consulting the University's Office of Human Resources web site at <http://hr.unc.edu>.

Your appointment is conditional on your acceptance of all of the terms and conditions stated in this letter and as set out in the "EPA Non-Faculty Appointee Certifications and Conditions of Employment" (Form AP-2a), which is attached. Please signify your acceptance of these terms and conditions by signing and dating the enclosed copy of this letter and the Form AP-2a, and returning it to my office no later than five (5) business days from the date of this letter. In the event you shall fail

MMF

Mr. Matt Fajack
April 16, 2014
Page 3 of 3

to return a signed copy of this letter by that time, this offer shall be rescinded, unless further extended in writing by me.

In order to meet critical benefit enrollment deadlines, you will need to meet with a representative from the University's Benefits Services Department within 30 days of the effective date of your appointment. Please contact Ashley Nicklis (Senior Director, Benefits and Work/Life Programs) at 919-962-6255 or at e-mail anicklis@unc.edu to arrange this appointment.

I look forward with great enthusiasm to our working together and in your leadership as the University's new Vice Chancellor for Finance and Administration.

Sincerely,



Carol L. Folt
Chancellor

Enclosure: Employment Policies for EPA Non-Faculty Employees
Form AP-2a (Non-Faculty)

Acknowledgment and Acceptance by Appointee:


(Signature)

Date: 4/17/14

cc: Departmental Personnel File
Vanessa Ragland, Director, EPA Non-Faculty Human Resources



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

BOARD OF TRUSTEES

To: Patti Wilkinson	From: Members of the Board of Trustees
Fax: (919) 962-1647	Pages: 1 (including cover sheet)
Date:	Re: Mail Ballot, dated April , 2014

Trustees:

Set out below is a personnel mail ballot pertaining to the terms of appointment and compensation as described in the letter to Matthew Fajack as Vice Chancellor for Finance and Administration.

The undersigned votes as follows with respect to the recommendation proposed in Chancellor Folt's memo of April 28, 2014

Approve

☐

Disapprove

☐

Signed

Date

**Please fax to Patti Wilkinson at (919) 962-1647
Or email pattiw@unc.edu**

This mail ballot was approved by the Board of Trustees on May 5, 2014 with a majority vote from the following members: Lowry Caudill, Alston Gardner, Sallie Shuping-Russell, Jeff Brown, Haywood Cochrane, Chuck Duckett, Steve Lerner, and Dwight Stone.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

MEMORANDUM

TO: Members of the Board of Trustees

FROM: Carol L. Folt, Chancellor

RE: Mail Ballot

DATE: April 29, 2014

You have authorized my office to poll you by mail concerning personnel matters which require attention by the Board. Accordingly, we are transmitting to you herewith personnel actions as follows:

For Action – EPA Non-Faculty Compensation Actions Appendix A

For Action – EPA Faculty Compensation & Tenure Actions Appendix B

Please mark and return the enclosed mail ballot indicating whether or not you agree with the actions proposed. Thank you.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Mail Ballot

Board of Trustees

April 29, 2014

Chancellor Carol Folt submits for your review and approval the EPA Faculty and EPA Non-Faculty Personnel Actions as recommended for April 2014. This mail ballot will be approved as part of the Consent Agenda at the Full Board meeting on Thursday, May 22, 2014.

The undersigned votes as follows with recommendation to these proposed actions as presented by the Chancellor.

	Approve	Disapprove
EPA Non-Faculty Compensation Requests (Appendix A)	<input type="checkbox"/>	<input type="checkbox"/>
Faculty Salary Increases and Tenure Promotions (Appendix B)	<input type="checkbox"/>	<input type="checkbox"/>

Signature_____

Printed Name_____

Date_____

Please fax to Patti Wilkinson at (919) 962-1647 or email at pattiw@unc.edu

University of North Carolina at Chapel Hill
Board of Trustees
EXECUTIVE SUMMARY (EPA Non-Faculty)
Meeting Date: 04/24/14 (Mail Ballot)

Appendix A

Compensation Actions											
No.	College/Division	Name	Department/School	Rank/Title	Reason	Requested Increase \$\$	Requested Increase %	June 30 Salary	Current Salary	Proposed Salary	Effective Date
1	Kenan-Flagler Business School	Jennifer Hammond	Kenan-Flagler Business School	(EPA NF) Assistant Director, EMBA Recruiting	Promotion / Reallocation - The current SPA position is being converted to EPA Non-Faculty due to additional duties being added during a reorganization in the Executive Masters of Business Administration (EMBA) program. As part of the SPA to EPA conversion process, the University's Equal Opportunity Office has approved a waiver. Current duties include managing and implementing marketing/communications strategies and analyzing marketing intelligence. Additional duties include management of student recruitment for all EMBA programs. The requested salary is 81% of the market reference rate for positions at this level. There are no comparable positions within the work unit at this level, so no equity issues result.	9,340	16.78	\$55,660.00	\$55,660.00	\$65,000.00	4/1/2014
2	School of Medicine	Joanna V. Herath	Gastro, Biology & Disease Center	Associate Chief Administrator	Promotion / Reallocation - Position is being reclassified to a higher level due to additional duties. Current duties include providing administrative and operations management for the Division of Gastroenterology (GI) and Hepatology and the Center for Gastrointestinal Biology and Disease. Additional duties include overseeing the operations for three clinics/centers, managing contractual relationships with external practitioners, and developing opportunities for extending GI services to other parts of the State. The proposed salary is equally funded by the School of Medicine and UNC Healthcare, since this position will serve both entities. There are no comparable positions within the work unit; therefore, no equity issues are present.	35,000	33.81	\$103,519.00	\$103,519.00	\$138,519.00	4/1/2014

University of North Carolina at Chapel Hill
Board of Trustees
EXECUTIVE SUMMARY (EPA Non-Faculty)
Meeting Date: 04/24/14 (Mail Ballot)

Appendix A

3	UBC for Academic Initiatives	Michael Kunz	Botanical Garden	(EPA NF) Conservation Ecologist / Manager Battle Park	Promotion / Reallocation - The current SPA position is being converted to EPA Non-Faculty due to additional duties. As part of the SPA to EPA conversion process, the University's Equal Opportunity Office has approved a waiver. The SPA position duties include overseeing the restoration and management of the North Carolina Botanical Garden's (NCBG) natural areas. Additional duties include overseeing the educational and research activities of the Rare Plant Program and managing its overall operation. The requested salary is based on internal equity comparisons and is directly comparable to Position 1004591 (Conversation Ecologist/Manager - Battle Park), which has a salary of \$48,013.	6,097	14.90	\$40,920.00	\$40,920.00	\$47,017.00	4/1/2014
4	UBC for Academic Initiatives	Casey Remer	Hunt Institute	Deputy Director - Hunt-Kean Leadership Fellows	Promotion / Reallocation - Additional duties resulted in the position being reclassified to a higher level. Current duties include development of curriculum modules and instructional strategies and assisting in the design and implementation of Institute events. Expanded duties also include direct supervision of a subordinate Policy Analyst, setting the overall strategic vision for the Hunt-Kean Leadership Fellows program, overseeing development of all program content, and reviewing the work of other Institute staff related to this program. The requested salary of based on internal equity comparisons and is directly comparable to another Policy Analyst with lesser responsibilities, which has a salary of \$71,500.	17,250	29.87	\$57,750.00	\$57,750.00	\$75,000.00	4/1/2014
5	College of Arts and Sciences	Dara Slivka	Center for Student Academic Success	(EPA NF) Coordinator for Peer Mentoring	Promotion / Reallocation - The current SPA position is being converted to EPA Non-Faculty due to additional duties. As part of the SPA to EPA conversion process, the University's Equal Opportunity Office has approved a waiver. Current duties include assisting first-year students participating in peer mentoring programs, tracking and analyzing data collected from peer mentors and conducting annual surveys. Added responsibilities include directing the program, including matching 300 peer mentors with over 850 mentees, and overseeing the distribution of assignments to each peer mentor. This position is directly comparable to Position 1004404 (Coordinator for Minority Male Engagement), which is paid at \$57,000. The salary is a reflection of this comparably paid position.	14,265	35.02	\$40,735.00	\$40,735.00	\$55,000.00	4/1/2014

University of North Carolina at Chapel Hill
Board of Trustees
EXECUTIVE SUMMARY (EPA Non-Faculty)
Meeting Date: 04/24/14 (Mail Ballot)

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	None										
2											

Information Items											
1	None										

The University of North Carolina at Chapel Hill
EXECUTIVE SUMMARY
Board of Trustees
April 14, 2014

Appendix B

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Tenure Request Reason	Effective Date	Salary
Personnel Actions								
New Appointments without Tenure								
1	Health Sciences	Kristy Ainslie	Pharmacy	N/A	Associate Professor	N//A	6/1/2014	\$132,000
2	Health Sciences	Carlton Zdanski	Otolaryngology/HNS	N/A	Associate Professor	N//A	4/25/2014	\$275,760
3	Academic Affairs	Amelia Gibson	SILS	N/A	Assistant Professor	N//A	7/1/2014	\$76,000
4	Health Sciences	Matthew Hirsch	Ophthalmology	Research Assistant Professor	Assistant Professor	N//A	7/1/2014	\$76,930
5	Academic Affairs	Adam Saffer	JOMC	N/A	Assistant Professor	N//A	7/1/2014	\$71,000
6	Academic Affairs	Amy Wilson	Social Work	N/A	Assistant Professor	N//A	7/1/2014	\$76,500
Addition of Joint Appointment without Tenure								
0	N/A	N/A	N/A	N/A	N/A	N//A	N/A	N/A
Promotion to Full Professor								
1	Academic Affairs	Mark Crescenzi	Political Science	Associate Professor	Professor	N//A	7/1/2014	\$98,128
2	Health Sciences	Laurence Katz	Emergency Medicine	Associate Professor	Professor	N//A	4/25/2014	\$147,548
3	Health Sciences	William Miller	Medicine	Associate Professor	Professor	N//A	6/1/2014	\$185,480
4	Academic Affairs	Conghe Song	Geography	Associate Professor	Professor	N//A	7/1/2014	\$83,338
5	Health Sciences	Brian Strahl	Biochemistry & Biophysics	Associate Professor	Professor	N//A	4/25/2014	\$109,011
Reappointments to the same Rank								
1	Academic Affairs	Patricia Amaral	Romance Languages	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$66,000
2	Academic Affairs	Andrea Benjamin	Political Science	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$93,610
3	Academic Affairs	Jessica Boon	Religious Studies	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$71,240
4	Academic Affairs	Robert Capra	SILS	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$76,500
5	Academic Affairs	Jocelyn Chua	Anthropology	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$73,256
6	Academic Affairs	Bruno Estigarribia	Romance Languages	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$66,000
7	Academic Affairs	Sabine Gruffat	Art	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$76,275
8	Academic Affairs	Priscilla Layne-Kopf	Germanic & Slavic Languages & Lit.	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$70,840
9	Academic Affairs	Jeremy Moulton	Public Policy	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$95,128
10	Academic Affairs	David Navalinsky	Dramatic Art	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$66,000
11	Health Sciences	Saskia Neher	Biochemistry & Biophysics	Assistant Professor	Assistant Professor	N//A	3/24/2015	\$100,000
12	Academic Affairs	Lauren Persha	Geography	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$73,876
			Curriculum in Ecology	Assistant Professor	Assistant Professor		7/1/2015	
13	Academic Affairs	Alvaro Reyes	Geography	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$71,852
14	Academic Affairs	Sarah Roberts	Political Science	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$74,606
15	Academic Affairs	Eric Ryan	Exercise & Sport Science	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$75,900
16	Health Sciences	Matthew Siedhoff	OB-GYN	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$210,893
17	Academic Affairs	Abbie Smith- Ryan	Exercise & Sport Science	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$75,900
18	Health Sciences	Lixin Song	Nursing	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$71,200
19	Academic Affairs	Jenny Tone-Pah-Hote	American Studies	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$71,200
20	Academic Affairs	Zeynep Tufekcioglu	SILS	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$78,000
21	Academic Affairs	Jina Valentine	Art	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$66,040
22	Academic Affairs	Ariana Vigil	Women's and Gender Studies	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$68,816
23	Academic Affairs	Erianne Weight	Exercise & Sport Science	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$75,900
24	Academic Affairs	Lee Weisert	Music	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$66,800
Designation/Reappointments to Departmental Chair								
1	Health Sciences	Andre Ritter	Operative Dentistry	Professor	Interim Department Chair	N//A	1/25/2014	\$161,484

The University of North Carolina at Chapel Hill
EXECUTIVE SUMMARY
Board of Trustees
April 14, 2014

Appendix B

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Tenure Request Reason	Effective Date	Salary
2	Health Sciences	Timothy Turvey	Oral and Maxillofacial Surgery	Department Chair, Professor	Department Chair	N//A	7/1/2014	\$464,351
3	Health Sciences	David Zvara	Anesthesiology	Department Chair, Professor	Department Chair	N//A	4/25/2014	\$527,267
Designation/Reappointments to Distinguished Professorship								
1	Academic Affairs	Victoria Bautch	Biology	Professor	Distinguished Professor	N//A	7/1/2014	\$141,017
2	Health Sciences	Harald Heymann	Operative Dentistry	Professor	Thomas P. Hinman Distinguished Professor	N//A	4/25/2014	\$151,367
3	Health Sciences	Michael Lee	Physical Medicine and Rehabilitation	Professor, Chair	Sidna Chokley Rizzo Distinguished Professor	N//A	4/25/2014	\$323,838
4	Academic Affairs	Richard Langston	Germanic & Slavic Languages & Lit.	Associate Professor	Zachary Smith Distinguished Term Professor	N//A	7/1/2014	\$75,000
5	Academic Affairs	Laurie McNeil	Physics & Astronomy	Professor	Bernard Gray Distinguished Professor	N//A	7/1/2014	\$134,603
6	Academic Affairs	Samuel Morgan	Sociology	Professor	Distinguished Professor	N//A	7/1/2014	\$200,000
7	Academic Affairs	Mitchell Prinstein	Psychology	Professor	Distinguished Professor	N//A	7/1/2014	\$112,756
8	Academic Affairs	Roberto Quercia	City & Regional Planning	Professor	Distinguished Professor	N//A	7/1/2014	\$149,000
9	Academic Affairs	Daniel Sherman	Art	Professor	Distinguished Professor	N//A	7/1/2014	\$77,578
Actions Conferring Tenure								
Promotion Conferring Tenure								
1	Academic Affairs	Erik Alexanian	Chemistry	Assistant Professor	Associate Professor	Promotion to tenured associate professor based on his accomplishments in teaching, research and service.	7/1/2014	\$76,000
2	Health Sciences	Aravind Asokan	Genetics	Assistant Professor	Associate Professor	Promotion to tenured associate professor based on excellence in research.	4/25/2014	\$110,160
			Biochemistry & Biophysics	Assistant Professor	Associate Professor		4/25/2014	
3	Health Sciences	Elizabeth Geller	OB-GYN	Assistant Professor	Associate Professor	Promotion to tenured associate professor based on excellence in clinical scholarship.	9/1/2014	\$207,500
4	Health Sciences	Coretta Jenerette	Nursing	Assistant Professor	Associate Professor	Promotion to tenured associate professor based on excellence in research.	7/1/2014	\$74,126
5	Health Sciences	Alison Stuebe	OB-GYN	Assistant Professor	Associate Professor Associate Professor	Promotion to tenured associate professor based on excellence in clinical scholarship.	7/12/2014	\$252,614
			Maternal & Child Health	Assistant Professor	Professor		7/1/2014	
New Appointments Conferring Tenure								
1	Health Sciences	Richard Loeser	Medicine	N/A	Distinguished Professor	Appointment to distinguished professor based on excellence in research.	7/1/2014	\$258,000
Addition of Joint Appointment Conferring Tenure								
0	N/A	N/A	N/A	N/A	N/A	N//A	N/A	N/A
53 Total								
Corrections								
0	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
Board of Trustees
April 14, 2014

Appendix B

No.	College/Division	Name	Department/School	Rank	Reason	Requested Increase Amount	Percent of Increase	Current Salary	New Salary	Effective Date
Compensation Actions						* Available funding for each action has been confirmed by the appropriate Department and School/Division management officials to support the proposed salary increase. Upon implementation, specific funding sources are reviewed and approved at the Department level, as well as by the applicable University Central financial offices, including the University Budget Office and the Office of Sponsored Research for grant-funded salaries.				
1	Health Affairs	Sandra Albrecht	School of Public Health	Post Doc (EPA NF)	Increase requested due to Dr. Albrecht becoming a tenure track Assistant Professor.	\$50,636	122.42%	\$41,364	\$92,000	4/1/2014
2	Health Affairs	Julie Byerly	School of Medicine	Clinical Associate Professor	Increase requested due to new role as permanent Vice Dean for Medcial Education.	\$61,754	33.20%	\$247,754	\$247,754	5/1/2014
3	Health Affairs	Jianwen Cai	School of Public Health	Professor	Increase requested for retention purposes, as Dr. Cai is in great demand, as she is considered one of the very top living biostatisticians.	\$57,157	20.95%	\$76,930	\$330,000	6/1/2014
4	Health Affairs	Joseph Calabrese	School of Medicine	Post Doc (EPA NF)	Increase requested due to promotion to Assistant Professor.	\$50,446	92.47%	\$59,463	\$105,000	4/1/2014
5	Health Affairs	Gretta Horton	School of Medicine	Social Work Practioner (SPA NF)	Increase due to promotion to Clinical Instructor.	\$7,000	14.00%	\$50,000	\$57,000	6/2/2014
6	Health Affairs	Maryna Kapustina	School of Medicine	Research Associate Professor	Increase requested due to permanent increase in duties.	\$13,840	24.64%	\$61,720	\$70,000	6/1/2014
7	Health Affairs	Jason Katz	School of Medicine	Assistant Professor	Increase requested due to permanent increase in duties.	\$75,000	37.50%	\$210,000	\$275,000	4/1/2014
8	Academic Affairs	Matt Kotzen	College of Arts and Sciences	Associate Professor	Increase requested for being appointed as Associate Department Chair.	\$9,500	12.22%	\$85,242	\$87,242	7/1/2014
9	Health Affairs	Alessandra Livraghi-Butrico	School of Medicine	Research Associate (EPA NF)	Increase requested due to promotion.	\$12,873	22.05%	\$58,377	\$71,250	6/1/2014
10	Health Affairs	Warren Newton	School of Medicine	Professor and Chair	Increase requested due to new role as Vice Dean & Director of the NC AHEC Program.	\$50,000	14.54%	\$393,909	\$393,909	5/1/2014
11	Health Affairs	Xinchun Pi	School of Medicine	Research Instructor	Increase requested due to promotion to Research Assistant Professor.	\$30,000	66.67%	\$45,000	\$75,000	7/1/2014
12	Health Affairs	Joseph Piven	School of Medicine	Professor	Increase requested due to Dr. Piven being named the Thomas E. Castelloe, MD, Distinguished Professor of Psychiatry.	\$30,268	10.38%	\$292,004	\$322,004	5/1/2014
13	Health Affairs	Miroslav Styblo	School of Public Health	Associate Professor	Increase requested due to promotion Professor and is the second step of a retention offer to make his salary commensurate with other Professors in the Department.	\$49,870	45.28%	\$134,000	\$160,000	6/1/2014
14	Health Affairs	Liang Xie	School of Medicine	Research Instructor	Increase requested due to promotion to Research Assistant Professor.	\$10,000	22.22%	\$45,000	\$55,000	7/1/2014
15	Academic Affairs	Nadia Yaqub	College of Arts and Sciences	Associate Professor and Associate Department Chair	Increase requested due to new role as Chair of the Department of Asian Studies.	\$13,000	17.31%	\$75,099	\$88,099	7/1/2014
16	Health Affairs	Haibo Zhou	School of Public Health	Professor	Increase requested for retention purposes, as Dr. Zhou is being actively recruited by several universities.	\$39,666	22.00%	\$188,351	\$220,000	6/1/2014
Total						Monetary Value of Non-Salary Compensation	Duration of Non-Salary Compensation	Effective Date	End Date	

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

ATTACHMENT B

PROPERTY ACQUISITION BY LEASE – OFFICE SPACE – DEVELOPMENT OFFICE

This request is to acquire approximately 17,864 SF of office space from the Yaggy Corporation located at 400 Roberson Street in Carrboro for use by the Development Office. This leased space is needed to house the Development Office on a temporary basis while the University owned space at 208 West Franklin Street is renovated. The lease term will be ten months at a cost of \$342,393, with an option to renew for an additional two months for \$68,479. This equates to an annualized cost of \$23 per square feet inclusive of all utilities other than phone and internet service. Yaggy Corporation was selected as the recommended lessor through a public bid process.

RECOMMENDED ACTION

A motion to recommend approval to acquire office space by lease as described above.

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

Internal Audit Department

University of North Carolina
at Chapel Hill

May 21, 2014

UNC - CHAPEL HILL
INTERNAL AUDIT DEPARTMENT
SUMMARIES OF AUDIT PROJECTS COMPLETED AND IN PROCESS
JANUARY 1, 2014 TO MAY 5, 2014

Our focus for the remainder of the fiscal year will be on completing active and working with the PeopleSoft conversion. 2013/14 audit projects that were not started this year will be carried-forward to the 2014/15 audit plan.

Because operating processes and controls will be in transition during and after the PeopleSoft conversion, we will schedule fewer planned audit projects for fiscal year 2014/15 and allocate more time for advisory services and management requests. This approach will be a more effective and efficient use of our resources and will allow departments to focus on adapting to new processes and system functionality.

Quality Assurance Review – complete

Follow-up Review: Office of Sponsored Research – procedures to evaluate the status of issues reported in a 2011 audit of sponsored research billing and receivable activities. Because that review was relatively complex, we are conducting additional, separate follow-up work for findings in that review. Complete, no report needed.

Public Policy – a financial, compliance, and operational review of the department; requested by management.

As a result of this project, the department is working to improve:

- Timeliness of deposits;
- Responsibility for approving payment documents;
- Compliance with University policy;
- Allocation of charges among accounts; and
- Timeliness of payroll actions

This project is complete.

Cell Biology and Physiology - a financial, compliance, and operational review of fiscal processes in this department. We identified opportunities for improving operations and processes but found no material control weaknesses. Draft report is with senior management.

We are working with university, school, and department management to improve processes related to administrative costs (supplies, copying, postage/shipping, etc.); costs of computers and peripherals; costs for support staff, etc. charged to sponsored awards. Proper allocation of such costs is a practice that needs to be managed university-wide.

Department management is also working to document a service contract, to bill for service performed more promptly, and to transfers related costs to the account where the revenue was recorded.

UNC - CHAPEL HILL
INTERNAL AUDIT DEPARTMENT
SUMMARIES OF AUDIT PROJECTS COMPLETED AND IN PROCESS
JANUARY 1, 2014 TO MAY 5, 2014 – PAGE 2

School of Dentistry – a routine financial, compliance, and operational review of fiscal processes in the School. In general, the Schools controls and processes are satisfactory. However, the School has not yet developed a policy requiring its faculty and staff to report their relationships with vendors. The University and School need to be aware of these interactions so that relationships can be monitored for appropriateness and transparency.

This type of policy is in addition to the University's Conflicts of Interest and Commitment reporting requirements and is related to the Patient Protection Affordable Care Act which requires pharmaceutical and medical device companies to document and report annually all payments and gifts with a minimum value of \$10 for a single gift or \$100 per year given and other transfers of value to certain health care practitioners.

The audit also disclosed that receipts and expenses from School-sponsored continuing education programs held out-of-state had been accounted for on the books of the Dental Alumni Association rather than through state receipt accounts as required. In addition, exhibitor fees collected at state supported events had been deposited into Dental Foundation accounts. Both practices were previously reported and were discontinued during the audit. The incorrectly deposited funds have been recovered.

Fieldwork is complete and we have discusses issues from the audit with School fiscal management.

Neurology Department – a limited review of processes the department uses to manage sponsored awards. In process of reviewing audit results with management.

University-wide Follow-up Review – this review determines the status of previous audit findings – if findings have been corrected; if satisfactory progress is being made to resolve an issue; if corrective action is incomplete due to unforeseen circumstances; or if findings issues that should have been corrected have not been resolved.

In January 2014, we expanded the scope of this project to include all previously issued findings.

In most cases, prior findings have been corrected or management has made satisfactory progress toward correcting issues reported. However, in some cases, findings that could have been corrected have not been. These delays have not caused findings to become unacceptable risks.

Women's Studies – a financial, compliance, and operational review of the department; requested by management. We found that supporting documents for travel were sometimes missing or incomplete. We referred these items to management for resolution and will be working with individual in the department to try to obtain additional documentation. We also found that some unallowable travel expenses needed to be reimbursed; management is working to recover those funds. Financial support for the department has been transferred to a unified business center in the College of Arts and Sciences. Fieldwork is complete.

UNC - CHAPEL HILL
INTERNAL AUDIT DEPARTMENT
SUMMARIES OF AUDIT PROJECTS COMPLETED AND IN PROCESS
JANUARY 1, 2014 TO MAY 5, 2014 – PAGE 3

School of Public Health – a financial, compliance, and operational review of the department; requested by management. The audit identified issues with late processing of employment and payroll actions and Forms I-9; incorrect timekeeping entries, some of which caused errors in amounts paid to employees; and the need for better management of teleworking and other off-site working arrangements. Field work is complete.

School of Law – a financial, compliance, and operational review of fiscal processes in the School. In process.

Follow-up for 2013 University A-133 Audit – mandatory project to determine if findings from the 2013 A-133 federal compliance audit have been corrected or, if not, that satisfactory progress has been made toward correcting these findings. In process.

Human Resources – a financial, compliance, and operational audit. Added to the audit plan as advisory services to the new Vice Chancellor. In planning phase.

University Camps – A review to governance of privately run camps held in UNC facilities as well as operation of University-run camps and programs. Review is early in its planning stages and has been deferred to the 2014/15 audit schedule.

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

Revision of Internal Audit Manual – update and revision of Internal Audit Manual to reflect changes in departmental processes and in professional audit standards. (Included with audit projects because of time needed for revision.)

HIPPA Security Liaison; University-wide Committee on the Protection of Personal Data; Board of Trustees Enterprise Risk Management Task Force; CERTIF; IT Governance Committee; and, other short-term advisory projects – advisory work done to assist management with identifying and managing risks. On-going

UNC Internal Audit

2013/14 Audit Schedule as of May 5, 2013

Planned Audits

In Process

University-wide Follow Up
School of Dentistry
School of Law
Human Resources (added to audit schedule)

Scheduled

Development Travel Follow-up
IT System Access Review

Deferred to FY 2014/15

School of Journalism
Grant Close-out Procedures - Departments
Discretionary Accounts
Work Study Program
Friday Center

Annual Projects

Complete

NCAA Assistance - 2013

In Process

2014 Office of the State Auditor A-133 Follow-up (added to audit schedule)

Cancelled - not needed

2012 OSA IT f/u
2013 OSA IT f/u

Audit Related

Complete

2013 Risk Assessment and Audit Plan
Quality Assessment Review
OSR Billing & Receivables - Reporting
UNC FIT 2013

On Going

Continuous Auditing
Enterprise Resource Planning
BoT ERM Task Force
UNC FIT 2014
HIPAA Security Liaison
University Committee on the Protection of Personal Data
IT Governance Committee & Data Custodian Work
CERTIF (PCI Standards)
Recharge Centers Task Force
Audit Committee
Audit Planning
Multiple Short-term Advisory Projects

UNC Internal Audit
2013/14 Audit Schedule as of May 5, 2013 - page 2

Special Projects & Management Requests

Complete

Point to Point (no report)

Public Policy

In Process

Women's Studies

Neurology

Cell Biology & Physiology

Public Health - ESE



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

ATTACHMENT D

Division of Finance and Administration

Financial Update



Photo credit: Sam Kittner '85

Kevin Seitz
Interim Vice Chancellor for Finance and Administration
May 21, 2014



Financial Update

State Situation

- Projecting a \$455 million revenue shortfall
 - ❖ Medicaid
 - ❖ New tax plan
- Allotments of state appropriation are being reduced by 1.5% over last quarter of fiscal year
- Spending guidelines regarding salary adjustments, purchasing and travel

UNC Chapel Hill Situation

- Planning for a 4% reduction in 2014-2015
- Managing to allotment reductions



Facts and Figures

Debt	
Debt Portfolio	\$1.4 billion
Annual Debt Service Payment	\$90 million

Physical Aspects	
Number of Major Buildings	256
Gross Square Footage of Buildings	19.8 million
Total Amount of Acreage	4,355
Annual Number of Work Orders	124,022

Payroll	
Number of Employees Paid Per Month	22,000
Number of W2's Provided Per Year	30,000



Facts and Figures

Leasing	
Number of Leased Properties	64
Annual Rental Payments	\$8.3 million
Square Footage of Leased Properties	400,000

Parking and Public Safety	
Number of Parking Passes Sold	19,559
Number of Parking Spaces on Campus	22,563
Police Calls Received	21,220

Procurement	
Annual Amount of Purchases	\$800 million
Amount of Savings Over State Contracts	\$14.5 million



Facts and Figures

Auxiliaries

Number of Customers Served at Bookstore	2.5 million
Carolina Inn Reservations Per Year	41,000
Number of Meals Served Per Year by Campus Dining	4 million

Environment, Health and Safety

Hazardous Material Pickups Per Year	6,204
Annual Inspections Conducted	
• Chemical Fume Hood	978
• Collaborative Laboratory	561

Student Accounts

Number of Current Student Accounts Managed	30,000
Amount Billed to Students Annually	\$400 million



Facts and Figures

Accounting/Budget

Number of General Ledger Accounts	25,000+
Budget Managed	\$2.5 billion

Contributions

Annual Contribution to Financial Aid

● Trademarks and Licensing	\$3.9 million
● Student Stores	\$350,000
● Vending	\$200,000

Annual Contribution to Libraries

● Carolina Inn	\$200,000
● Hill Building	\$100,000

Energy Services

Annual Consumption

● Chilled Water	108 million ton hours
● Electricity	494 million kilowatt hours
● Potable Water	596 million gallons



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Division of Finance and Administration

Proposed Governor's Budget: System-wide and *Estimated UNC Impact*



Photo credit: Sam Kittner '85

Kevin Seitz
Interim Vice Chancellor for Finance and Administration
May 21, 2014



Proposed Governor's Budget: System-wide and *Estimated* UNC Impact

Revised 2014-15 Budget

System	UNC-CH	% of System
\$2.6B	\$507.7M	20%

Proposed Governor's Budget Additions

	System	UNC-CH	% of System
Salary Increases (\$1000 per Employee)	\$33.4M	\$12.4M	37%
"Discovery to Innovation" Strategy	\$3.0M	—	—

Approved Biennial Budget Additions

	System	UNC-CH	% of System
Enrollment Growth Funding	\$26.7M	\$1.5M	—
Building Reserve	\$1.7M	—	—
Subtotal Additions	\$64.8M	\$13.9M	—



Proposed Governor's Budget: System-wide and *Estimated* UNC Impact

Proposed Governor's Budget Reductions

	System	UNC-CH	% of System
Additional Management Flex	\$44M	\$10.2M	23%
Tuition Rate for Non-Resident Full Scholarships	\$9.3M	\$7.1M	77%
EPA Non-Faculty - Operational Efficiency	\$2.0M	\$.5M	25%
Centers and Institutes	\$13.1M	\$5.8M	44%
Utility Budget	\$9.1M	\$2.4M	27%
Enrollment Growth Funding	\$7.1M	\$.2M	—

Approved Biennial Budget Reductions

	System	UNC-CH	% of System
Strategic Directions Efficiencies	\$12.2M	\$2.5M	21%
Management Flex	\$7.8M	\$1.7M	22%
Non-Resident Student Tuition Increase	\$27.2M	\$12.3M	45%
Subtotal Reductions	\$131.8M	\$42.7M	32%



Development Report FY 2014

Cash Received:	5/5/14	5/5/13	Variance	% Change
Gifts	\$119,711,671	\$100,965,862	\$18,745,809	19%
Grants	\$106,071,927	\$109,928,617	(\$3,856,690)	-4%
Total Cash Received:	\$225,783,598	\$210,894,479	\$14,889,119	7%
New Cash and Commitments:				
	\$244,090,718	\$217,290,272	\$26,800,446	12%
In the Pipeline:				
	Prospect	Intent	Proposal	
	\$113,467,001	\$274,646,408	\$253,650,931	



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Total Cash

Group: Grand Total All Groups	Dollars Current FY	Dollars Previous FY	Percent Change	Grants Current FY	Grants Last FY	Percent Change
Academic Affairs	\$38,394,200	\$37,628,041	2%	\$14,486,387	\$14,890,191	-3%
Ackland Art Museum	\$884,954	\$558,741	58%	\$36,500	\$101,000	-64%
College of Arts & Sciences	\$17,248,528	\$15,902,604	8%	\$12,053,597	\$11,857,704	2%
Graduate School	\$249,250	\$229,020	9%			0%
Kenan-Flagler Business School	\$9,186,097	\$9,664,786	-5%	\$462,316	\$434,057	7%
Morehead Planetarium and Science Center	\$650,366	\$1,034,937	-37%	\$131,433	\$51,000	158%
NC Botanical Garden	\$590,006	\$611,120	-3%			0%
School of Education	\$2,958,246	\$467,317	533%	\$246,357	\$604,345	-59%
School of Government	\$1,173,722	\$930,441	26%	\$328,886	\$253,218	30%
School of Information & Library Science	\$353,799	\$243,583	45%	\$75,600	\$134,024	-44%
School of Journalism & Mass Communication	\$2,174,562	\$3,265,269	-33%	\$42,388	\$139,974	-70%
School of Law	\$1,334,403	\$2,295,151	-42%	\$301,864	\$83,000	264%
School of Social Work	\$565,051	\$753,263	-25%	\$331,433	\$1,172,880	-72%
University Library	\$1,025,215	\$1,671,807	-39%	\$476,014	\$58,989	707%
Health Affairs	\$40,971,323	\$23,919,246	71%	\$85,008,120	\$89,533,226	-5%
Eshelman School of Pharmacy	\$6,918,465	\$1,224,403	465%	\$3,070,566	\$3,006,860	2%
Frank Porter Graham Child Development Institute	\$61,546	\$12,385	397%	\$4,461,554	\$3,834,867	16%
Gillings School of Global Public Health	\$11,263,749	\$3,022,091	273%	\$9,690,260	\$12,788,687	-24%
Health Affairs	\$24,245	\$21,290	14%	\$8,860,559	\$8,325,671	6%
Health Sciences Library	\$52,641	\$303,613	-83%	\$0	\$6,000	-100%
Institute for the Environment	\$234,016	\$179,126	31%	\$598,885	\$442,152	35%
Lineberger Comprehensive Cancer Center	\$3,748,677	\$2,817,618	33%	\$9,639,614	\$7,760,787	24%
Medical Foundation	\$10,998,566	\$10,075,511	9%			0%
Nutrition Research Institute	\$448,933	\$120,426	273%	\$103,500	\$0	100%
School of Dentistry	\$2,696,997	\$1,897,050	42%	\$963,578	\$673,527	43%
School of Medicine	\$3,671,110	\$3,651,387	1%	\$46,536,953	\$48,968,085	-5%
School of Nursing	\$852,380	\$594,345	43%	\$1,082,652	\$3,726,591	-71%
Other	\$21,370,337	\$20,149,570	6%	\$6,577,420	\$5,505,200	19%
Administrative Units	\$525,229	\$213,580	146%			0%
Carolina Center for Public Service	\$1,997,843	\$2,044,813	-2%			0%
Carolina Performing Arts	\$724,973	\$756,978	-4%	\$0	\$800,000	-100%
Chancellor	\$1,997,067	\$3,067,881	-35%			0%
Department of Athletics	\$2,271,007	\$1,186,379	91%			0%
Friday Center	\$36,860	\$38,845	-5%			0%
Morehead-Cain Foundation	\$2,853,009	\$1,390,918	105%			0%
Office of International Affairs	\$165,215	\$816,443	-80%	\$0	\$115,300	-100%
Provost	\$772,523	\$782,223	-1%	\$5,820,281	\$4,015,537	45%
Scholarships & Student Aid	\$6,320,400	\$6,409,400	-1%			0%
Sonja Haynes Stone Center for Black Culture and History	\$53,591	\$62,122	-14%			0%
Student Affairs	\$780,705	\$485,025	61%			0%
Unallocated	\$218,032	\$1,172,613	-81%			0%
University Development Office	\$2,241,600	\$1,368,005	64%			0%
University Press	\$13,000	\$81,744	-84%			0%
WUNC-FM	\$399,283	\$272,601	46%	\$757,139	\$574,363	32%
Grand Totals:	\$100,735,860	\$81,696,856	23%	\$106,071,927	\$109,928,617	-4%
Ed Foundation as of 3/31/14	\$18,975,811	\$19,269,006	-2%			



New Cash and Commitments

Sites	% Change Prior FY	Prior FYTD Total Committed	Total Committed	Gifts	Private Grants	Total Current	Pledges	Irrevocable Gifts	Revocable Gifts	Total Future
<i>Academic Affairs</i>	11%	\$59,215,499	\$65,866,597	\$30,050,746	\$14,486,387	\$44,537,133	\$10,312,456	\$2,921,008	\$8,096,000	\$21,329,464
Ackland Art Museum	22%	\$608,210	\$740,801	\$672,146	\$36,500	\$708,646	\$32,155	\$0	\$0	\$32,155
College of Arts & Sciences	-7%	\$32,193,122	\$29,969,877	\$12,471,758	\$12,053,597	\$24,525,354	\$3,049,894	\$394,629	\$2,000,000	\$5,444,523
Graduate School	-11%	\$242,406	\$216,422	\$190,486	\$0	\$190,486	\$25,936	\$0	\$0	\$25,936
Kenan-Flagler Business	9%	\$12,846,706	\$13,992,038	\$7,985,592	\$462,316	\$8,447,908	\$2,221,244	\$1,093,886	\$2,229,000	\$5,544,130
Morehead Planetarium and	-29%	\$973,229	\$686,371	\$542,708	\$131,433	\$674,141	\$2,230	\$0	\$10,000	\$12,230
NC Botanical Garden	-28%	\$710,557	\$510,972	\$504,675	\$0	\$504,675	\$6,298	\$0	\$0	\$6,298
School of Education	242%	\$930,045	\$3,179,603	\$2,849,030	\$246,357	\$3,095,387	\$12,216	\$0	\$72,000	\$84,216
School of Government	39%	\$1,067,400	\$1,479,451	\$1,014,339	\$328,886	\$1,343,225	\$136,226	\$0	\$0	\$136,226
School of Information &	442%	\$515,610	\$2,794,870	\$211,065	\$75,600	\$286,665	\$8,205	\$100,000	\$2,400,000	\$2,508,205
School of Journalism &	155%	\$2,174,052	\$5,533,495	\$953,431	\$42,388	\$995,819	\$4,532,676	\$0	\$5,000	\$4,537,676
School of Law	-15%	\$3,113,863	\$2,632,078	\$1,084,187	\$301,864	\$1,386,051	\$266,027	\$0	\$980,000	\$1,246,027
School of Social Work	10%	\$2,018,823	\$2,229,795	\$559,220	\$331,433	\$890,653	\$6,649	\$1,332,494	\$0	\$1,339,142
University Library	4%	\$1,821,476	\$1,900,823	\$1,012,110	\$476,014	\$1,488,124	\$12,700	\$0	\$400,000	\$412,700
<i>Health Affairs</i>	19%	\$118,793,349	\$141,144,252	\$31,620,275	\$85,008,120	\$116,628,395	\$8,130,091	\$1,126,766	\$15,259,000	\$24,515,857
Eshelman School of	146%	\$4,047,472	\$9,960,925	\$6,870,189	\$3,070,566	\$9,940,755	\$20,170	\$0	\$0	\$20,170
Frank Porter Graham Child	18%	\$3,846,867	\$4,522,743	\$61,189	\$4,461,554	\$4,522,743	\$0	\$0	\$0	\$0
Gillings School of Global	51%	\$15,496,709	\$23,425,381	\$6,396,282	\$9,690,260	\$16,086,542	\$4,338,839	\$0	\$3,000,000	\$7,338,839
Health Affairs	6%	\$8,346,981	\$8,884,784	\$24,225	\$8,860,559	\$8,884,784	\$0	\$0	\$0	\$0
Health Sciences Library	36%	\$303,593	\$411,960	\$49,865	\$0	\$49,865	\$22,095	\$0	\$340,000	\$362,095
Institute for the Environment	-18%	\$1,024,016	\$842,174	\$142,156	\$598,885	\$741,041	\$101,134	\$0	\$0	\$101,134
Lineberger Comprehensive	33%	\$11,874,727	\$15,837,883	\$3,344,351	\$9,639,614	\$12,983,965	\$1,158,082	\$48,837	\$1,647,000	\$2,853,919
Medical Foundation	49%	\$10,912,284	\$16,301,458	\$9,211,426	\$0	\$9,211,426	\$1,828,032	\$0	\$5,262,000	\$7,090,032
Nutrition Research Institute	2379%	\$16,912	\$419,224	\$315,724	\$103,500	\$419,224	\$0	\$0	\$0	\$0
School of Dentistry	233%	\$2,542,496	\$8,460,564	\$1,833,295	\$963,578	\$2,796,873	\$628,391	\$1,025,300	\$4,010,000	\$5,663,691
School of Medicine	-8%	\$54,036,139	\$49,641,018	\$2,547,234	\$46,536,953	\$49,084,187	\$4,201	\$52,630	\$500,000	\$556,831
School of Nursing	-62%	\$6,345,153	\$2,436,137	\$824,338	\$1,082,652	\$1,906,990	\$29,147	\$0	\$500,000	\$529,147
<i>Other</i>	-5%	\$28,391,424	\$26,835,816	\$17,554,006	\$6,577,420	\$24,131,426	\$1,300,902	\$0	\$1,403,488	\$2,704,390
Administrative Units	2808%	\$18,089	\$525,973	\$525,153	\$0	\$525,153	\$820	\$0	\$0	\$820
Carolina Center for Public	-2%	\$2,040,983	\$1,999,404	\$1,995,634	\$0	\$1,995,634	\$3,770	\$0	\$0	\$3,770
Carolina Performing Arts	-51%	\$1,502,192	\$732,333	\$692,546	\$0	\$692,546	\$39,788	\$0	\$0	\$39,788
Chancellor	120%	\$342,173	\$751,567	\$750,067	\$0	\$750,067	\$1,500	\$0	\$0	\$1,500
Department of Athletics	104%	\$1,122,912	\$2,292,229	\$2,247,207	\$0	\$2,247,207	\$45,022	\$0	\$0	\$45,022
Friday Center	-8%	\$38,925	\$35,995	\$35,910	\$0	\$35,910	\$85	\$0	\$0	\$85
Morehead-Cain Foundation	242%	\$1,320,676	\$4,516,900	\$2,741,734	\$0	\$2,741,734	\$700,167	\$0	\$1,075,000	\$1,775,167
Office of International Affairs	-62%	\$419,218	\$157,326	\$157,001	\$0	\$157,001	\$325	\$0	\$0	\$325
Provost	47%	\$4,578,547	\$6,747,620	\$735,496	\$5,820,281	\$6,555,777	\$191,843	\$0	\$0	\$191,843
Scholarships & Student Aid	-65%	\$14,108,340	\$4,886,346	\$4,512,836	\$0	\$4,512,836	\$45,021	\$0	\$328,488	\$373,509
Sonja Haynes Stone Center	-6%	\$54,071	\$50,591	\$47,761	\$0	\$47,761	\$2,830	\$0	\$0	\$2,830
Student Affairs	14%	\$471,199	\$536,964	\$470,427	\$0	\$470,427	\$66,537	\$0	\$0	\$66,537
Unallocated	98%	\$120,687	\$238,625	\$136,379	\$0	\$136,379	\$102,246	\$0	\$0	\$102,246
University Development	59%	\$1,429,799	\$2,273,429	\$2,178,572	\$0	\$2,178,572	\$94,857	\$0	\$0	\$94,857
University Press	-84%	\$81,744	\$13,000	\$13,000	\$0	\$13,000	\$0	\$0	\$0	\$0
WUNC-FM	45%	\$741,869	\$1,077,514	\$314,284	\$757,139	\$1,071,423	\$6,091	\$0	\$0	\$6,091
Total	13%	\$206,400,272	\$233,846,665	\$79,225,027	\$106,071,927	\$185,296,955	\$19,743,448	\$4,047,775	24,758,488	\$48,549,711

Ed Foundation as of 2/1/14

-6% \$10,890,000 **\$10,244,053**


Board of Trustees Finance & Infrastructure Committee

Wednesday, May 21st, 2014



CAROLINA ATHLETICS

CAROLINA LEADS

The logo features a stylized 'NC' inside a gear-like border, centered between two horizontal lines.

A STRATEGIC PLAN FOR CAROLINA ATHLETICS
2012-2016



CAROLINA ATHLETICS

Strategy Statements

Mission:

We educate and inspire through athletics.

Values:

Responsibility

Do what is right.

Innovation

Find a better way.

Service

Put others first.

Excellence

Work Hard. Play smart. Win together.



CAROLINA ATHLETICS

Strategy Statements

Priorities:

Alignment

Align our operations to fulfill the mission of the university.

Academic Achievement

Achieve a top 3 academic finish in the conference and a top 10 finish nationally in each sport.

Athletic Performance

Perform to a top 3 athletic ranking in the conference and a top 10 ranking nationally in each sport.

Administrative Engagement

Engage internal and external constituents to relentlessly pursue the resources and administrative structures necessary for success.



CAROLINA ATHLETICS

Athletics Department Denison Survey Results – 2012 & 2013

2012 SURVEY

N=203



2013 SURVEY

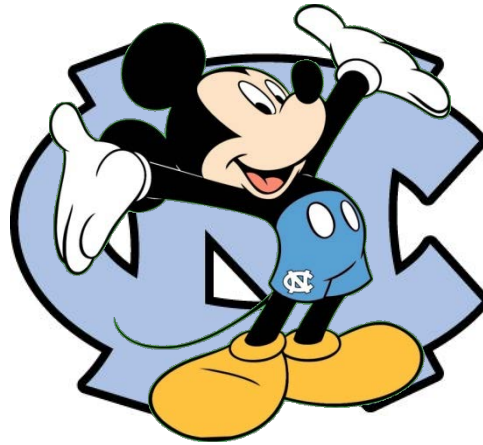
N=198



CAROLINA ATHLETICS

Carolina Athletics and the Disney Institute

Creating a Carolina Culture of Service Excellence



CAROLINA ATHLETICS

Carolina Athletics and the Disney Institute

Disney Institute model:

- Adapting best practices based on the Disney 1990s story
- Corporate & Sports Clients
- Common sense, not common practice
- Chain of Service Excellence

DISNEY'S CHAIN OF EXCELLENCE



Two Year Engagement:

- | | |
|------------------------------------|-----------------------------|
| • Phase 1 (Fall 2013): | Understanding Insights |
| • Phase 2 (Spring / Summer 2014): | Adapt Disney best practices |
| • Phase 3 (Fall 2014 – Fall 2015): | Operationalize into action |



CAROLINA ATHLETICS

Carolina Athletics and the Disney Institute

Disney Insights –

- Overmanage:
be intentional where others
are unintentional

*Communicate internally as
intentionally as you do
externally*

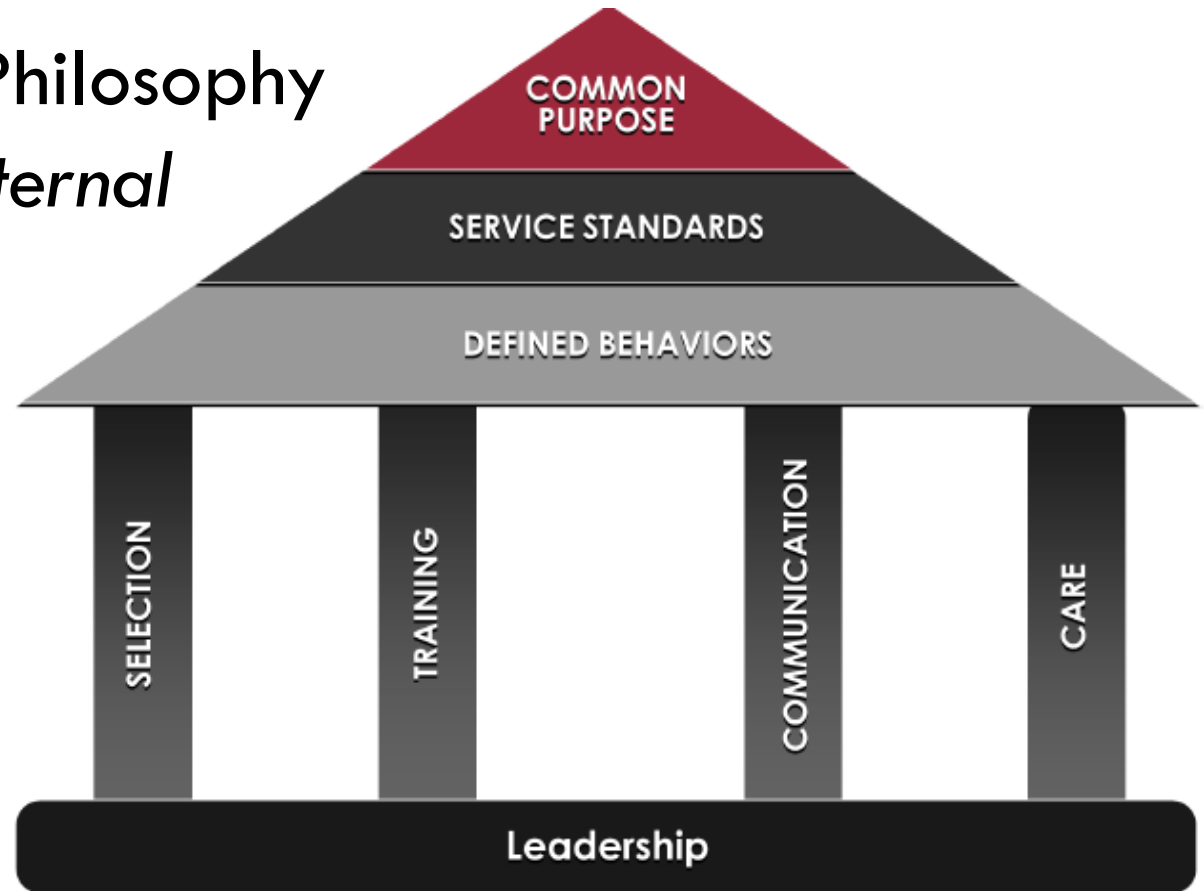


CAROLINA ATHLETICS

Carolina Athletics and the Disney Institute

Disney Insights –

- Quality Service Philosophy
*Internal & External
Service*

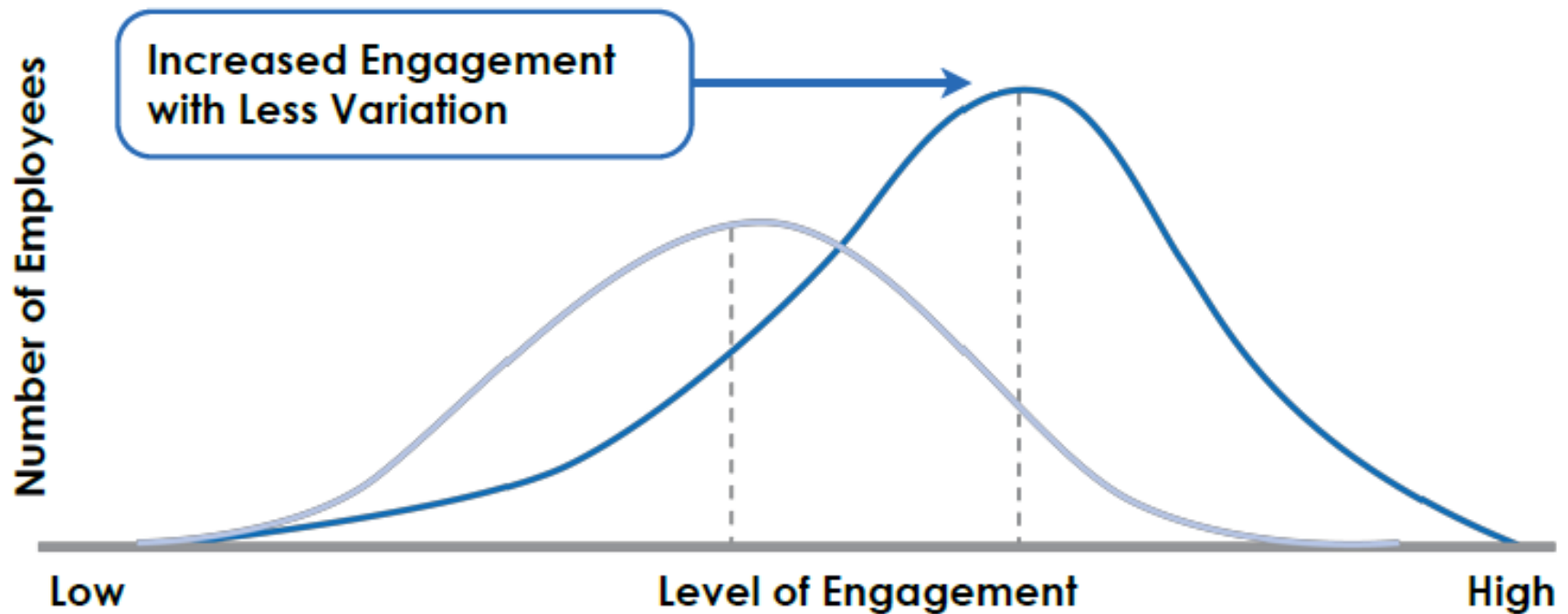


CAROLINA ATHLETICS

Carolina Athletics and the Disney Institute

Disney Insights –

- Shifting the levels of engagement to the right



CAROLINA ATHLETICS

Carolina Athletics and the Disney Institute

Events Along a Journey –

- September, 2013: Two day discovery visit
- October, 2013: Report out of discovery
- December, 2013: Two day leader alignment workshop with executive team
- January, 2014: Keynote presentations
All Athletic Department Staff
All Head Coaches
Student Athlete Advisory Committee
- March, 2014: Two day work team sessions
- June, 2014: Work team recommendations
- August, 2014: GameDay Programming – Operationalize
Leadership Training
Front Line Roll Outs
- Fall 2014 – Fall 2015: Ongoing check ins



CAROLINA ATHLETICS

Carolina Athletics and the Disney Institute

Work Team Concept

**To engage our employees in a discussion about our Common Purpose (Mission)
and to learn the Best Practices we can use
for organizational growth and development linked to our Strategic Plan.**

Cross-Functional Team Approach

with diversity across units, experiences, tenure, gender, race

Desired Behaviors

Ken Mack (Rams Club)
Brent Blanton (Academics)
Chelsea Pemberton (Rowing)
Stephen Boyd (Business Office)
Eric Morabito (Tickets)
James Spurling (Facilities)
Kathy Duffy (Facilities)
Britta Williams (Rams Club)
Elizabeth Lancaster (Event Mgmt)
Pete Chalfin (Administration)
Exec Team: Mike Bunting

Care & Recognition

Shelley Johnson (Leadership Academy)
Mike Perkins (Business Office)
Marissa Young (Softball)
Dave Lohse (Communications)
Jason Freeman (Equipment)
Joyce Dalglish (Human Resources)
John Brunner (Event Mgmt)
Jaci Field (Facilities)
Carly Dressler (Compliance)

Exec Team: Martina Ballen

Internal Communication

Matt Terrell (Rams Club)
Marielle vanGelder (Compliance)
Abel Sanchez (Diving)
Kathy Griggs (Administration)
Tony Tucker (Marketing & Football)
Matt Bowers (Communications)
Mary Ellen Bingham (Sports Med)
Laura Escobar (New Media)
Jordan Plumblee (Marketing)

Exec Team: Larry Gallo



CAROLINA ATHLETICS

Carolina Athletics and the Disney Institute Work Team Process

- Conduct weekly meetings
- Grasp concepts tasked to explore
- Identify personal examples
- Demonstrate best practices during interactions
- Interview staff throughout department
- Designate recommendations as Stop/Start/Continue



CAROLINA ATHLETICS

Carolina Athletics and the Disney Institute Work Team Insights

- Desired behavior, (Culture: to be)
- Recommendations (example)
- Observable, measurable, coachable
- Values/RISE (Responsible, Innovative, Service, Excellence)
- Common sense, common practice
- Be intentional



CAROLINA ATHLETICS

Creating a Carolina Culture of Service Excellence



CAROLINA ATHLETICS



THE UNIVERSITY
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Presentation to Board of Trustees
Finance and Infrastructure Committee
May 21, 2014

Campus Master Plan

- 2001 – Plan and Design Guidelines
- 2006 Update
- 2014 Update – in process

Carolina North

- Master Plan
- Landscape Framework



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Master Plan Guiding Principles

Developed in 2001 and reaffirmed in 2006

Support Carolina's Mission

Export the Qualities of McCorkle
and Polk Places

Enhance The University's
Intellectual Climate

Support Local And Regional
Planning Principles



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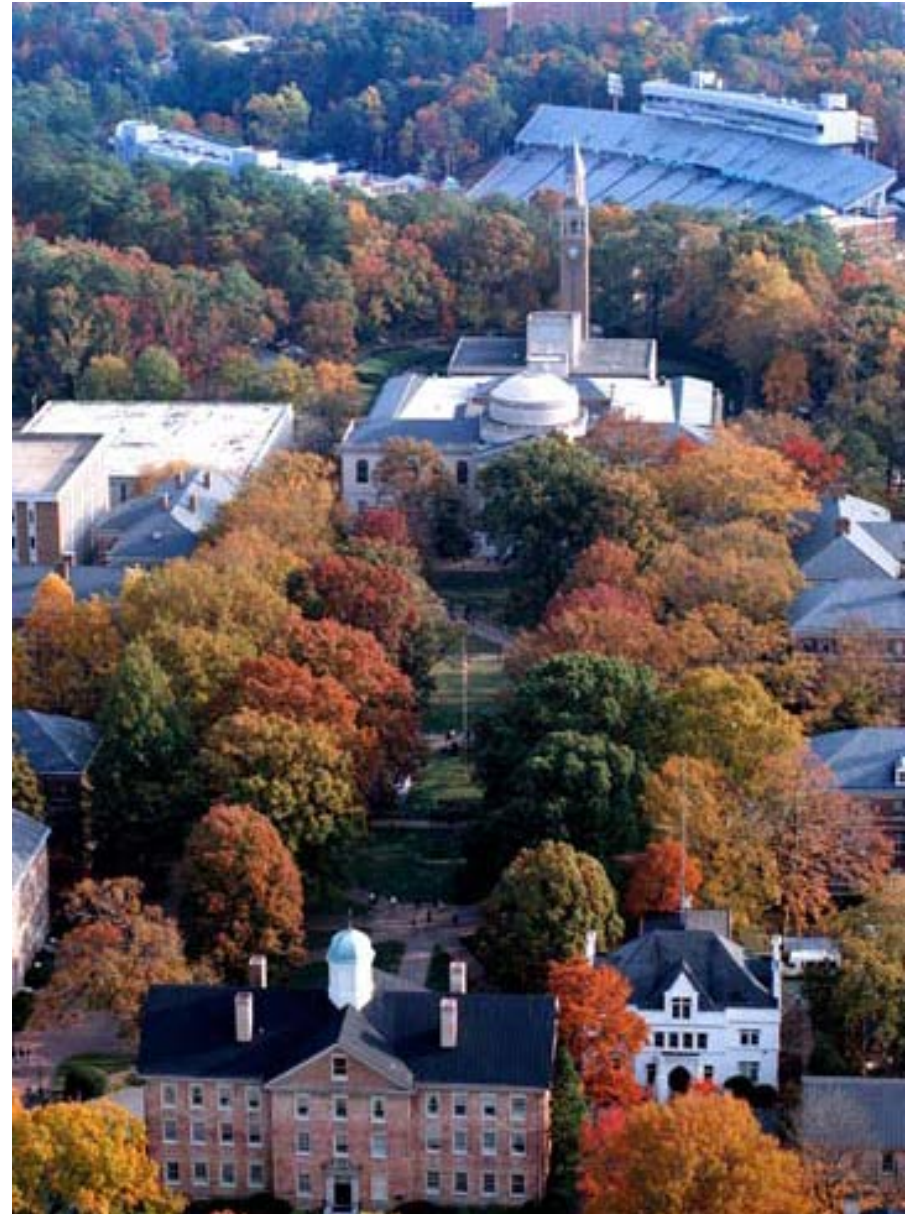


Responsible Capacity

What is the responsible capacity for buildings and open space within the character and culture of this institution?

How much can fit here and what will it look like?

What infrastructure is required?



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2001 Campus Master Plan

Integrated planning guides campus development

- Transportation and Parking
- Utilities Master Plan
- Environmental Master Plan
- Space Analysis
- Design Guidelines



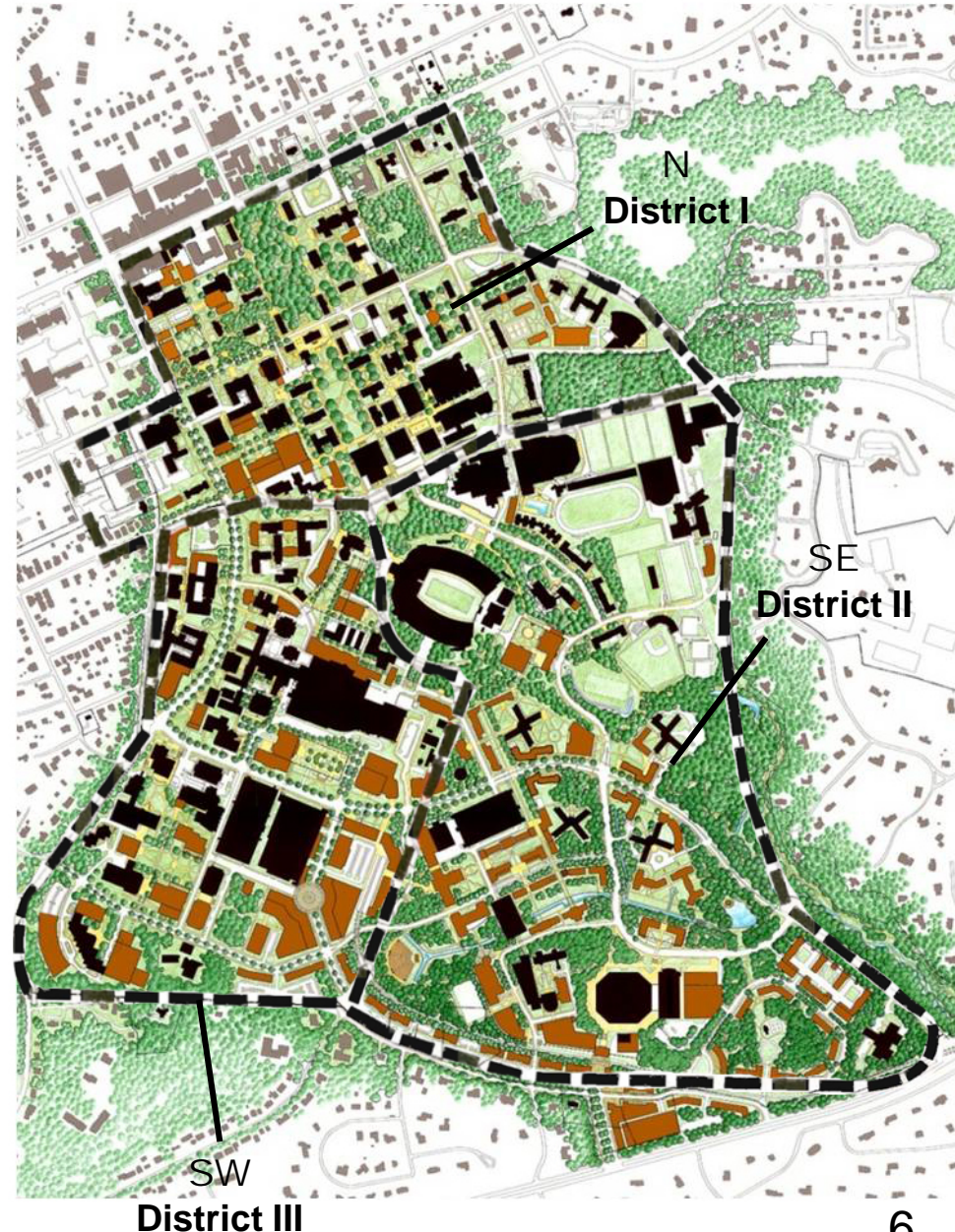
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Design Guidelines by District

- North Campus
 - Reinforce the existing fabric by carefully siting new buildings.
- South East Campus
 - Create a fabric of new buildings and open spaces around existing buildings.
- South West Campus
 - Humanize scale with new streetscapes, pedestrian network and open spaces.



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Design Guidelines - North Campus

Reinforce the existing fabric by carefully siting new buildings.



Science Complex
Caudill Laboratories



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Design Guidelines – South East Campus

Create a fabric of new buildings and open spaces around existing buildings that is memorable and connected to North Campus.



Student and Academic Services Buildings



Rams Head Plaza



Rams Head Plaza



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Design Guidelines – South West Campus

Integrate building with consistent treatment of ground plane and landscape.



FedEx Global Education Center



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Design Guidelines – South West Campus

Humanize scale with new streetscapes, pedestrian network and open spaces.



Michael Hooker Research Center



South Columbia Streetscape



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2006 Campus Master Plan Update



2001 Plan – 11 M gsf available capacity



2006 Plan – 4.5 M gsf available capacity



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2006 Campus Master Plan Update

- Redevelopment of remaining sites is complex and expensive
- Reinforce commitment to open space and stormwater management
- Reviewed parking strategy, utilities infrastructure and service areas
- Developed funding strategy for pedestrian safety improvements
- Limited opportunity for new initiatives. Approx. 1 million gsf “unclaimed” building sites

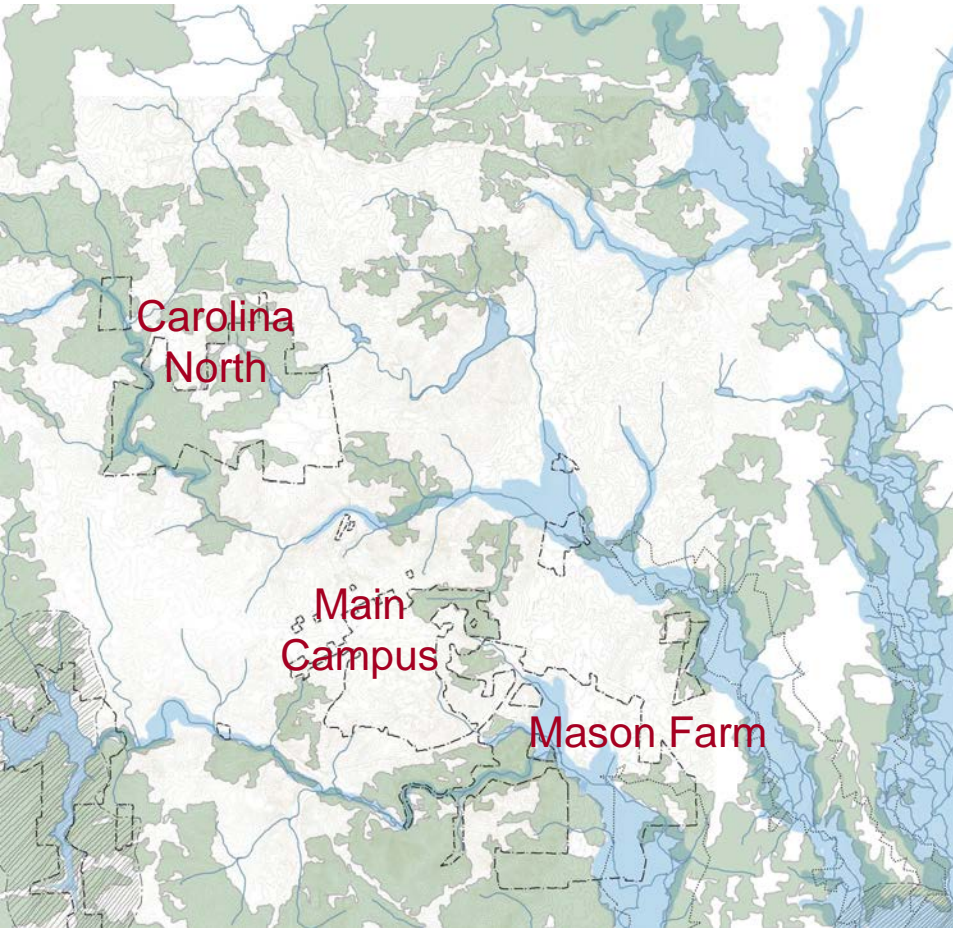


2007 University Master Plan

- Main campus is near capacity; can not fully accommodate planned growth
- Carolina North is a strategic opportunity
- Mason Farm capacity is underutilized but limited by phasing and transportation
- To fully realize the potential of the three sites:
 - Prioritize - principles, strategic definition, flexibility
 - Connect - programs, open space, pedestrians, transportation



2007 University Master Plan Guidelines



Main campus, Carolina North, and Mason Farm are individual locations that will be integrated to meet the University's needs.

Main campus is the heart of academic and residential life for students.

Some programs and functions are best served at Carolina North or Mason Farm.

Environmental stewardship will continue to guide sustainable development and operations.

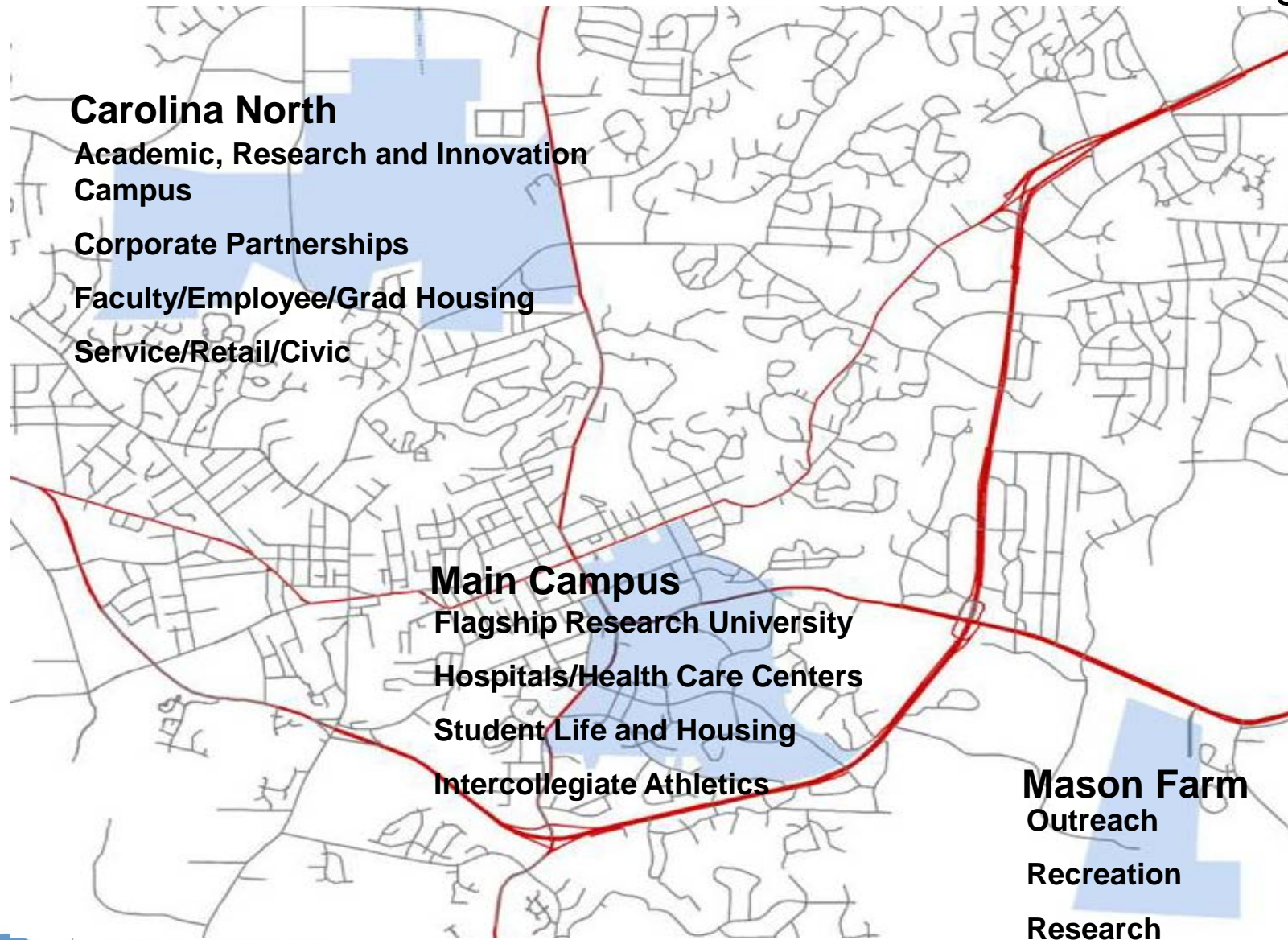
Transportation and infrastructure must be integrated between sites, locally, and regionally.

Mix of activity— academics, student life, recreation, and intercollegiate athletics – is a defining characteristic of main campus.



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2007 Land Use Strategies



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2014 Campus Master Plan Update



Focus on Southern Precinct

Planning Goals and Issues

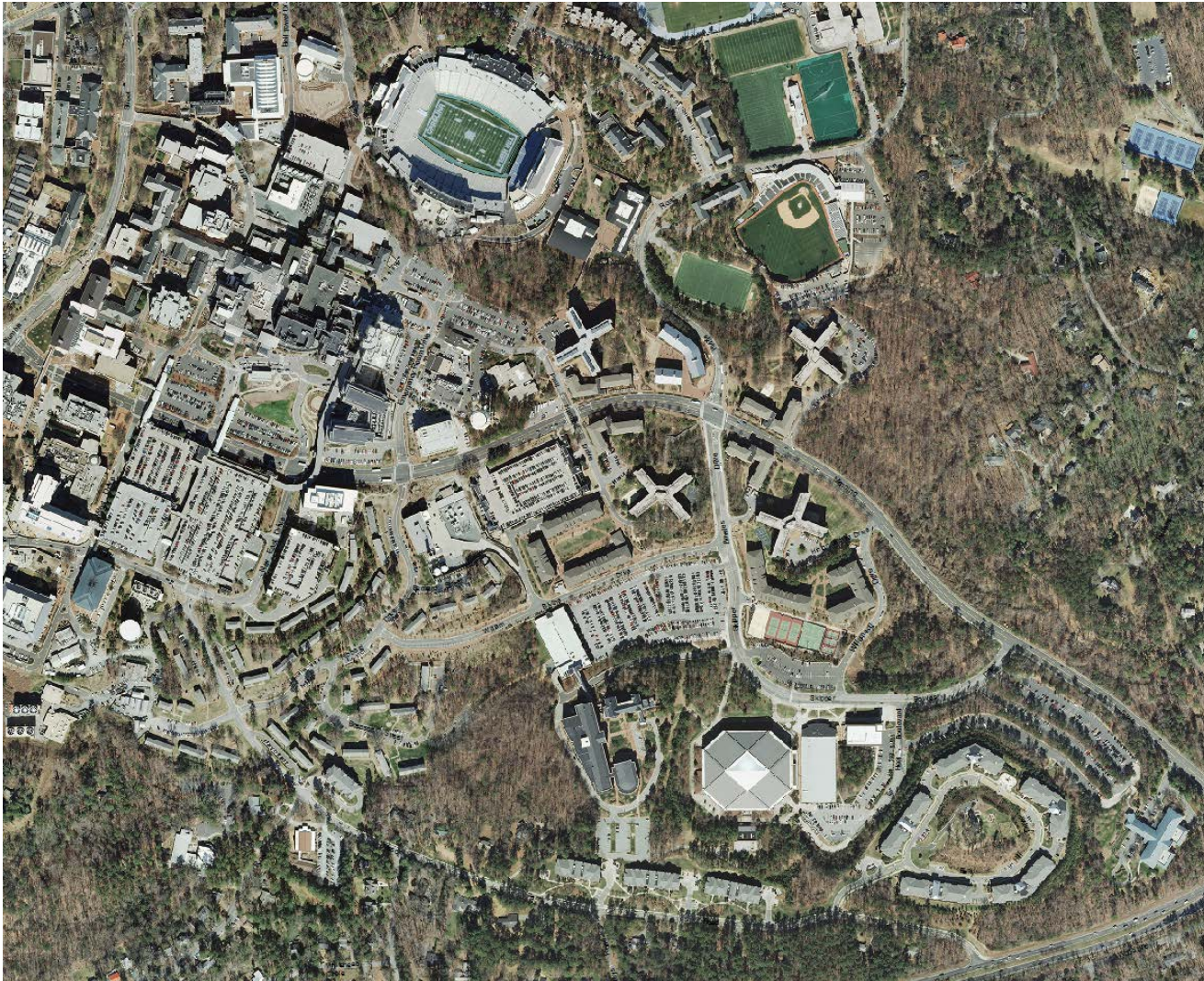
- Revised TTA alignment
- Development Capacity
- Parking Requirements
- Infrastructure needs

Review of Refined Planning and options for joint programming.



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2014 Campus Master Plan Update - Southern Precinct



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Carolina North



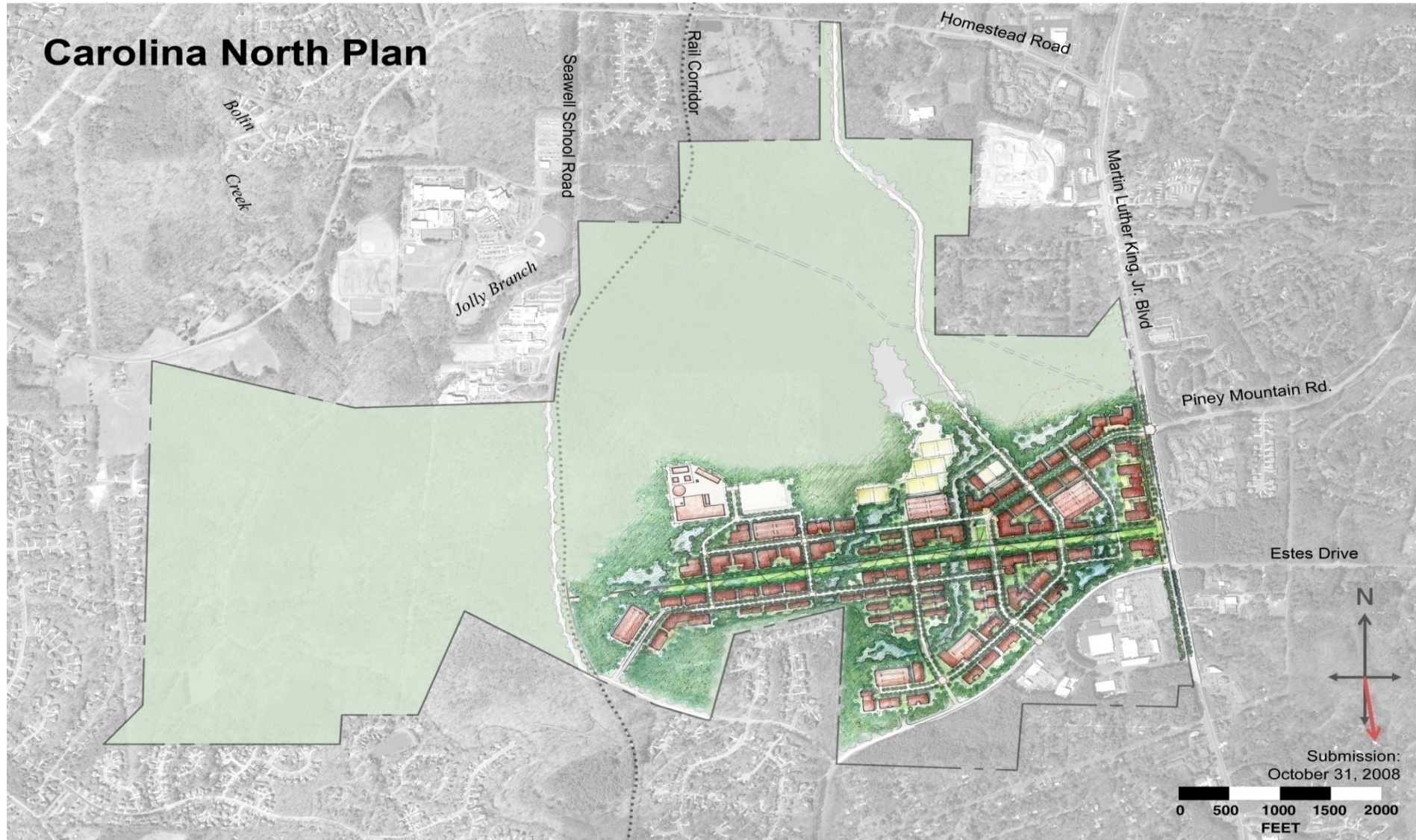
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- What is Carolina North?
 - 947 acres of land owned by the University
- What will it be?
 - Mixed-use academic campus
 - Extension of the main campus
- What does it mean to the University?
 - Provide space for necessary growth
 - Enable new activities and relationships
 - Enhance research mission



50-year Development Plan

Carolina North Plan



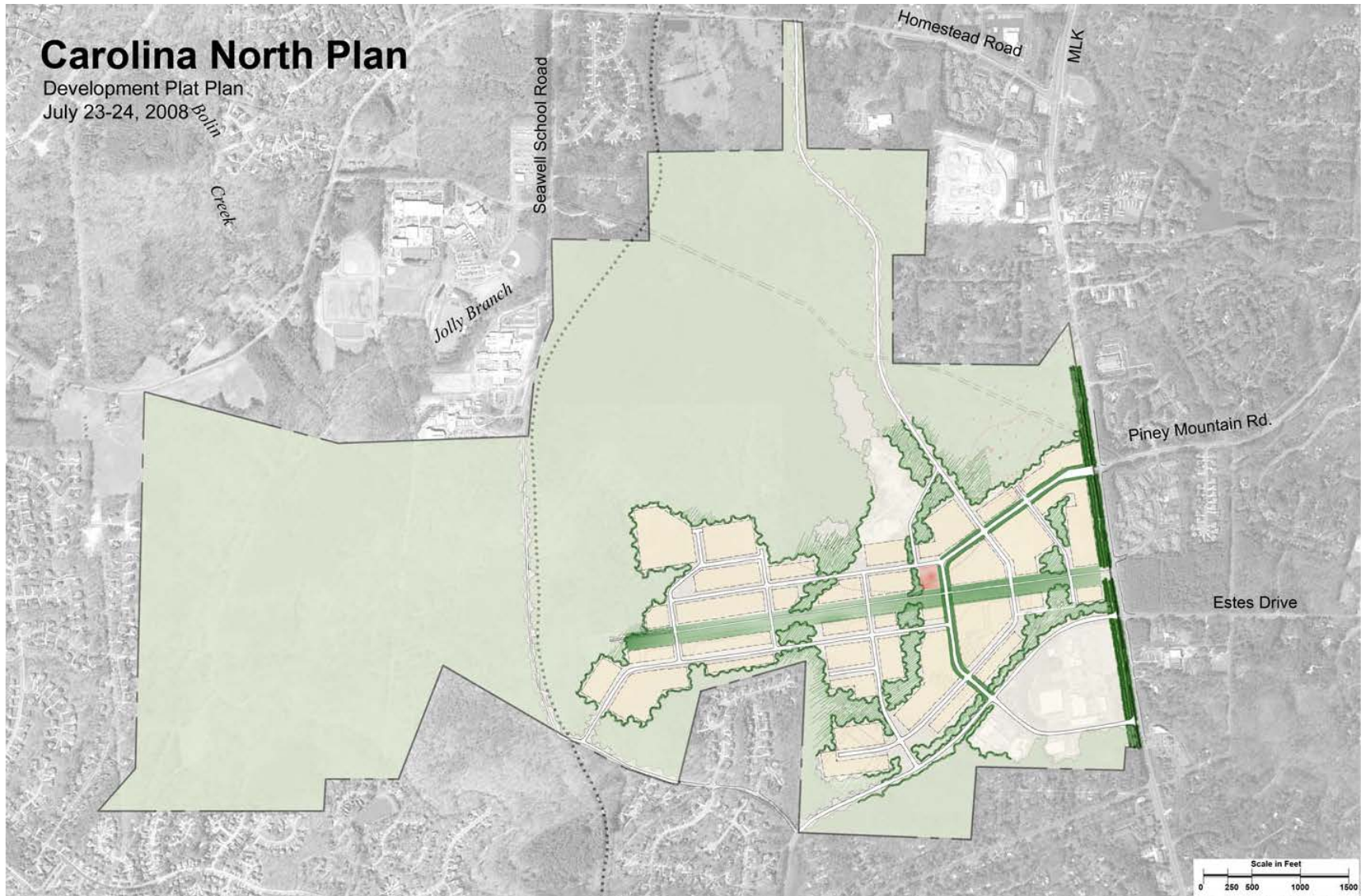
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Carolina North Development Agreement Plan



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Open Space Network

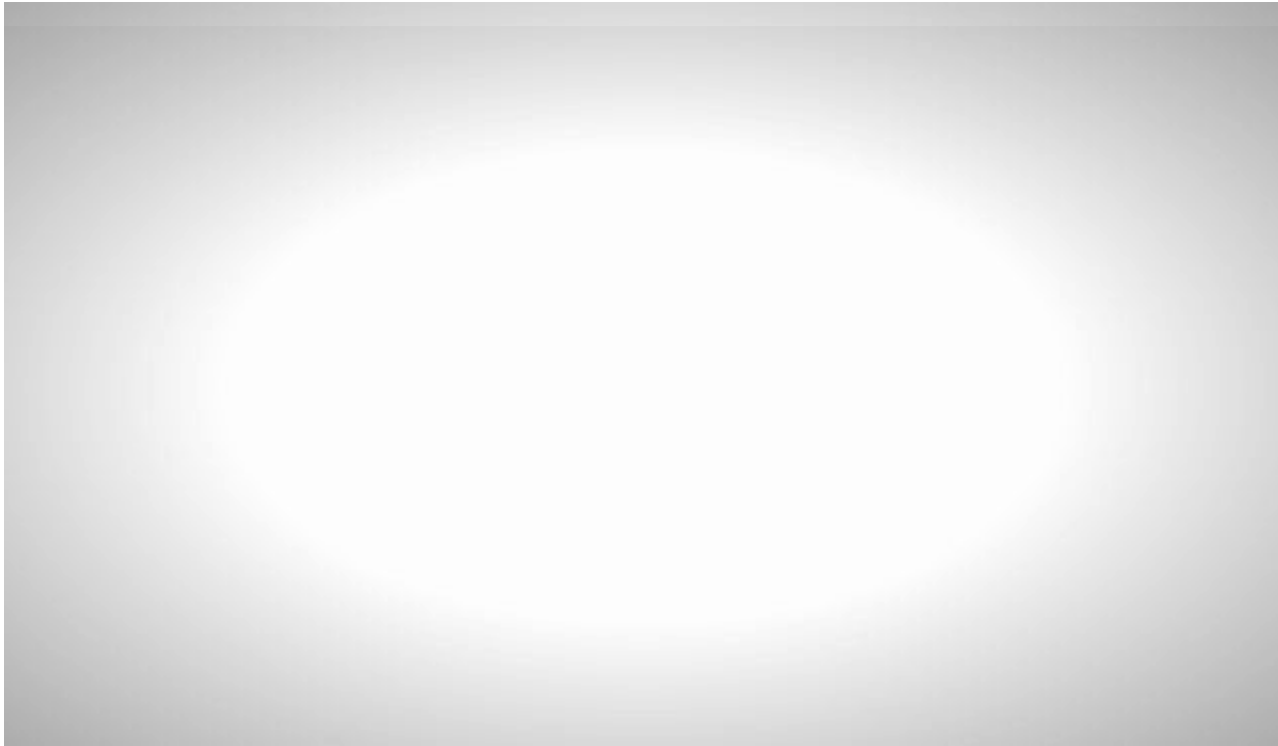


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Animation View Key Plan



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Questions?



View of South Road



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The University of North Carolina System

Five-Year Review of General Fund Expenditures and Revenues

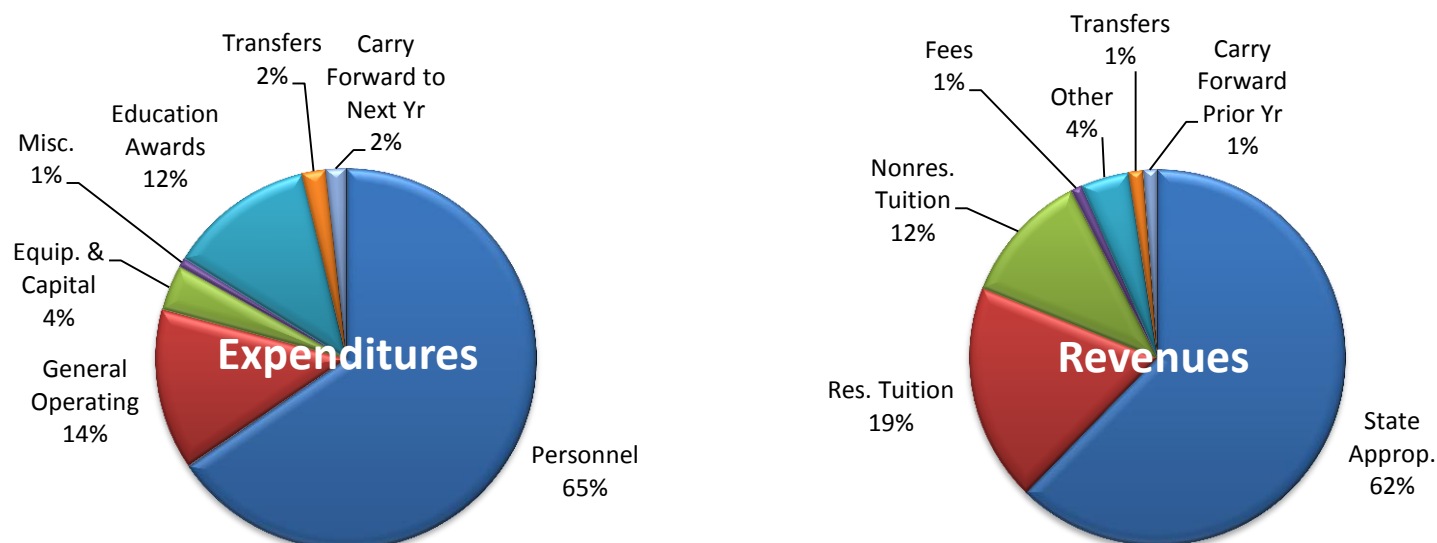
Between FY 2008-09 and FY 2012-13, General Fund expenditures for the UNC System increased 6.5%, from \$4.0 billion to \$4.3 billion. As outlined below, personnel expenditures make up the lion's share of expenditures (65%), followed by general operating (14%) and education awards (12%).

Over this five-year period, mandated fixed cost increases for health insurance, retirement contributions, and legislative salary increases would have increased personnel expenditures by 5.25%; instead personnel expenditures increased by 4.5%. Combining personnel fixed cost increases, inflationary increases in operating expenditures and student aid, and recurring funds appropriated to operate new or renovated buildings, total expenditures would have increased by 8.0% from FY 2008-09 to FY 2012-13; total actual expenditures increased 6.5%.

State appropriations pay for the majority of General Fund expenditures (62%), followed by resident tuition receipts (19%) and nonresident tuition receipts (12%). Over the five-year period, appropriations have increased by \$81 million (3%) but have fallen as a relative share of overall revenues (from 64% to 62%) while resident tuition receipts have increased by 53% (\$276 million) and have increased as a relative share of revenue (from 13% to 19% of total).

When compared with all public four-year institutions, the UNC System has a lower degree efficiency rate, but has a higher 6-year graduation rate, a higher retention rate, and a lower cost per degree.

FY 2012-13 UNC System Expenditures and Revenues by Type



Data Notes

Expenditure and Revenue Categories

Expenditures	Revenues
<i>Personnel</i> – Salaries, benefits, other personnel costs	<i>State Appropriation</i> – Net state General Fund appropriation
<i>General Operating</i> – Operations & maintenance of plant, purchased services, supplies	<i>Tuition Resident</i> – Tuition paid by resident students
<i>Equipment and Capital</i> – Equipment, library books and materials, and capital expenditures paid from operating funds	<i>Tuition Nonresident</i> – Tuition paid by nonresident students
<i>Miscellaneous</i> – Dues and fees, expenses not contained elsewhere	<i>Fees</i> – Fees paid by all students (resident and nonresident)
<i>Education Awards</i> – Grants and scholarships	<i>Other</i> – General Fund-related gifts and grants, sales revenue, transaction fees
<i>Intragovernmental Transfers</i> – Transfers to another state entity or budget code	<i>Intragovernmental Transfers</i> – Transfers from another state entity or budget code
<i>Carry Forward to Next Year</i> – Funds budgeted to be carried forward	<i>Carry Forward from Prior Year</i> – Appropriations carried forward from prior year

Fall Headcount and Degrees Conferred

Fall Headcount: The total number of students enrolled in the fall of each year. Headcount counts students equally, regardless of the number of credit hours in which a student is enrolled.

Degrees Conferred: Includes degrees conferred; does not include certificates or non-Associate's completions of less than four years. UNCSA and NCSSM totals include high school diplomas. 2012-13 data is preliminary release data, and may change when finalized.

Performance as Compared to Peers

Comparisons to Other Institutions: The UNC System is compared to all US 4-year public institutions. UNC campuses are compared to the average of their public peers. Measures for which UNC exceeds their peers' performance are shaded green; for those measures where peers' performance exceeds UNC, performance within 5% of peers is shaded yellow, and greater than 5% is shaded red.

Six-Year Graduation Rate: First-time, full-time freshman enrolled in the fall of 2004, who graduated by the end of the 2010-11 academic year (2004 cohort).

Freshman-to-Sophomore Retention: First-time, full-time freshman enrolled in the fall of 2010 who remained enrolled at the original institution in the fall of 2011 (2010 cohort).

Degree Efficiency: Undergraduate completions (including Bachelor's degrees, Associate's degrees, and undergraduate certifications) per 100 FTE undergraduates. To smooth variations in enrollment, this measure uses a rolling six-year average undergraduate enrollment and uses the UNC definition of undergraduate FTE as 29.6 credit hours per year. (2011-12 for UNC System and public 4-year institutions, 2010-11 for campuses and peers).

Education and Related Spending per Degree (UNC System and Public 4-Year Institutions only): Education and related (E&R) spending includes all instruction costs, all student services costs, and a proportional share of academic support, institutional support, and operations and maintenance of physical plant. E&R spending per degree divides E&R spending by degrees granted. UNC data is for 2011-12, public 4-year institutions data is for 2010-11.

Weighted E&R Spending per Degree (UNC Campuses and Public Peers): E&R spending is calculated as described above. Degrees are weighted for program mix, to control for variations among UNC campuses and their public peers. UNC expenditure data is for 2011-12, public peers data and UNC degrees data are for 2010-11.

UNC System

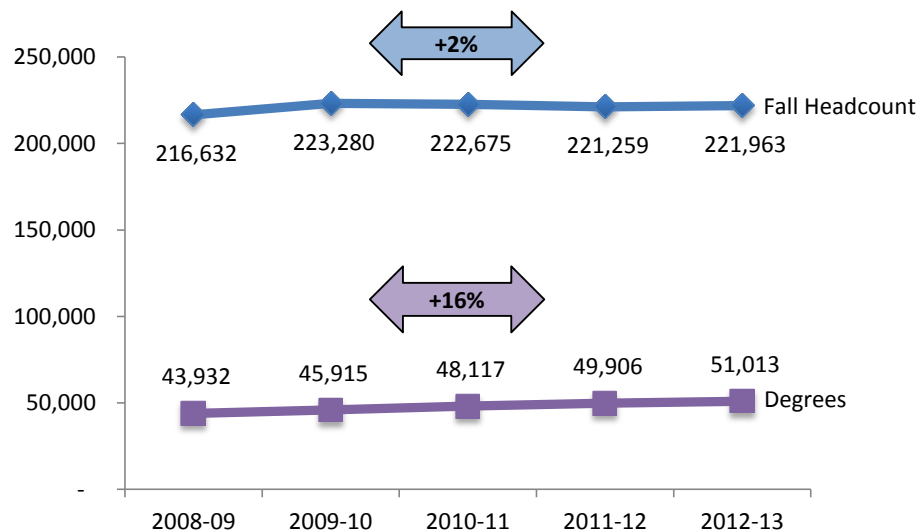
Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13 ¹

Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	2,667,807,373	2,665,759,064	2,749,081,842	2,679,566,032	2,788,314,092	120,506,719	4.5%
General Operating	495,932,462	537,035,316	601,543,021	574,124,010	581,437,448	85,504,985	17.2%
Equipment and Capital	110,654,544	195,269,466	212,524,524	174,642,202	165,343,696	54,689,153	49.4%
Miscellaneous	35,954,173	46,780,747	37,714,917	35,420,877	33,358,658	(2,595,515)	(7.2%)
Education Awards	416,943,815	423,163,433	511,607,532	479,455,559	530,359,820	113,416,004	27.2%
Intragovernmental Transfers	255,619,242	146,165,260	121,778,305	87,455,775	87,124,554	(168,494,688)	(65.9%)
Carry Forward to Next Year	14,161,644	48,857,888	7,768,399	51,172,141	70,895,964	56,734,320	400.6%
Total Expenditures	\$3,997,073,254	\$4,063,031,174	\$4,242,018,541	\$4,081,836,595	\$4,256,834,231	\$259,760,978	6.5%
Revenues							
State Appropriation	2,573,878,425	2,600,397,023	2,590,810,452	2,550,935,536	2,651,847,350	77,968,926	3.0%
Tuition Resident	521,091,665	557,333,037	672,371,254	723,722,839	798,514,731	277,423,066	53.2%
Tuition Nonresident	338,347,957	359,082,089	415,702,451	443,385,376	483,899,478	145,551,521	43.0%
Fees ²	115,803,710	118,018,709	122,865,573	130,525,470	41,948,877	(73,854,833)	(63.8%)
Other	202,246,375	247,808,445	253,512,612	130,222,820	177,161,232	(25,085,143)	(12.4%)
Intragovernmental Transfers	193,393,693	167,216,327	132,238,194	97,020,325	52,772,550	(140,621,143)	(72.7%)
Carry Forward from Prior Year	52,311,429	13,175,545	54,518,005	6,024,229	50,690,012	(1,621,417)	(3.1%)
Total Revenues	\$3,997,073,254	\$4,063,031,174	\$4,242,018,541	\$4,081,836,595	\$4,256,834,231	\$259,760,978	6.5%

¹ Includes all General Fund expenditures in UNC budget codes, including state-funded student financial aid and appropriations to the University Cancer Research Fund and UNC Hospitals.

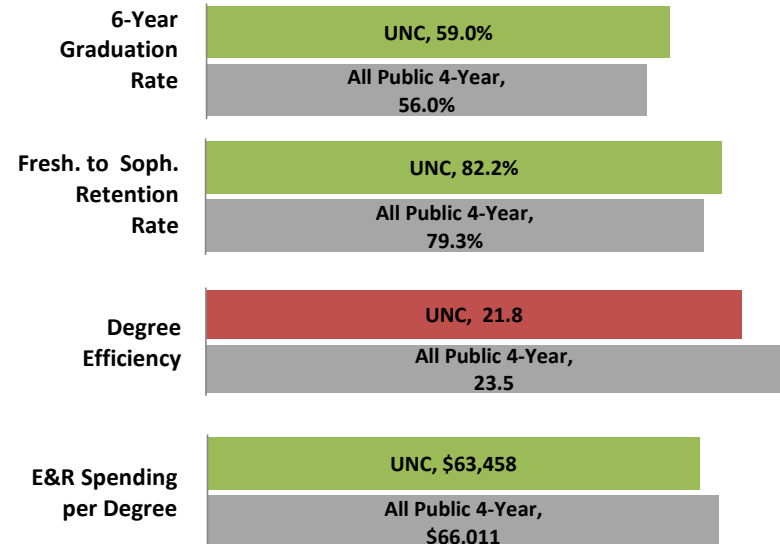
² S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Degrees¹ Conferred



¹ Includes high school diplomas awarded by UNCSEA and NCSSM.

Performance as Compared to Public Peers



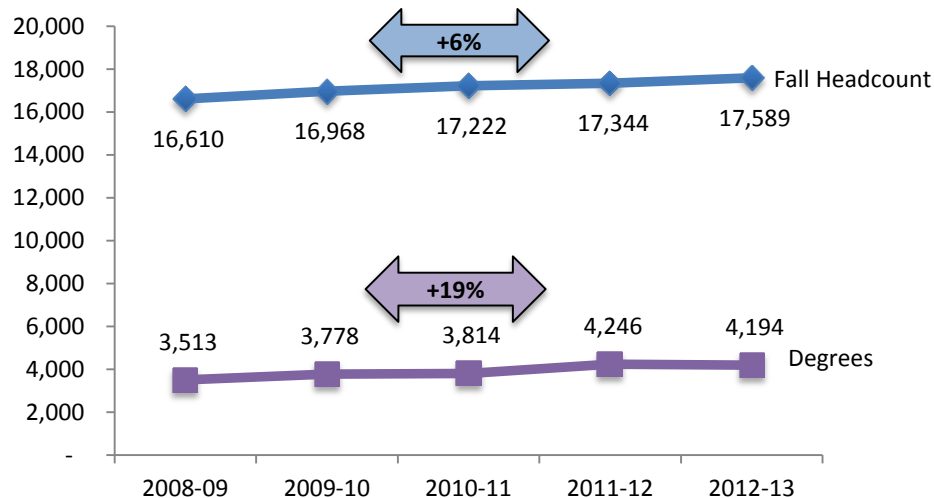
Appalachian State University

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

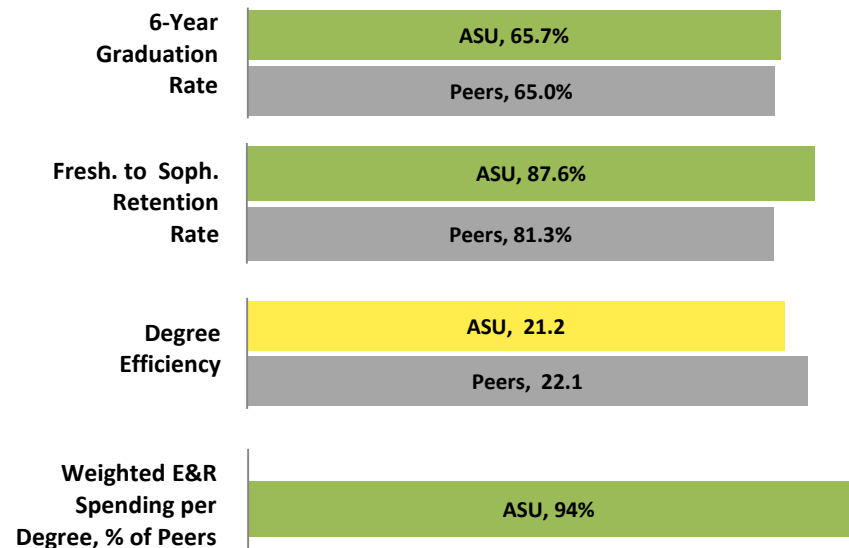
Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	152,449,114	158,505,933	165,698,323	162,443,658	166,056,401	13,607,287	8.9%
General Operating	22,624,484	28,274,362	30,283,945	25,927,058	22,016,959	(607,525)	(2.7%)
Equipment and Capital	4,013,876	5,731,908	7,710,543	6,257,899	8,034,652	4,020,776	100.2%
Miscellaneous	1,471,128	2,223,117	2,214,752	2,190,211	2,499,998	1,028,870	69.9%
Education Awards	4,151,942	4,888,529	8,550,394	9,974,079	12,032,179	7,880,238	189.8%
Intragovernmental Transfers	7,905,559	205,399	1,932,058	943,188	2,490,421	(5,415,138)	(68.5%)
Carry Forward to Next Year	144,038	3,613,743	127,344	1,838,044	2,029,940	1,885,902	1309.3%
Total Expenditures	\$192,760,141	\$203,442,991	\$216,517,360	\$209,574,137	\$215,160,550	\$22,400,409	11.6%
Revenues							
State Appropriation	121,432,949	128,197,057	125,742,612	125,926,620	128,597,134	7,164,185	5.9%
Tuition Resident	35,441,852	37,760,980	47,738,922	50,846,786	56,997,610	21,555,758	60.8%
Tuition Nonresident	16,912,874	18,265,368	21,066,846	22,983,386	24,390,263	7,477,389	44.2%
Fees*	7,352,353	7,423,294	7,710,122	8,172,846	343,465	(7,008,888)	(95.3%)
Other	8,393,515	10,867,704	9,990,635	1,147,380	2,528,678	(5,864,837)	(69.9%)
Intragovernmental Transfers	774,231	784,551	654,480	369,775	465,356	(308,875)	(39.9%)
Carry Forward from Prior Year	2,452,368	144,038	3,613,743	127,344	1,838,044	(614,324)	(25.1%)
Total Revenues	\$192,760,141	\$203,442,991	\$216,517,360	\$209,574,137	\$215,160,550	\$22,400,409	11.6%

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Degrees Conferred



Performance as Compared to Public Peers



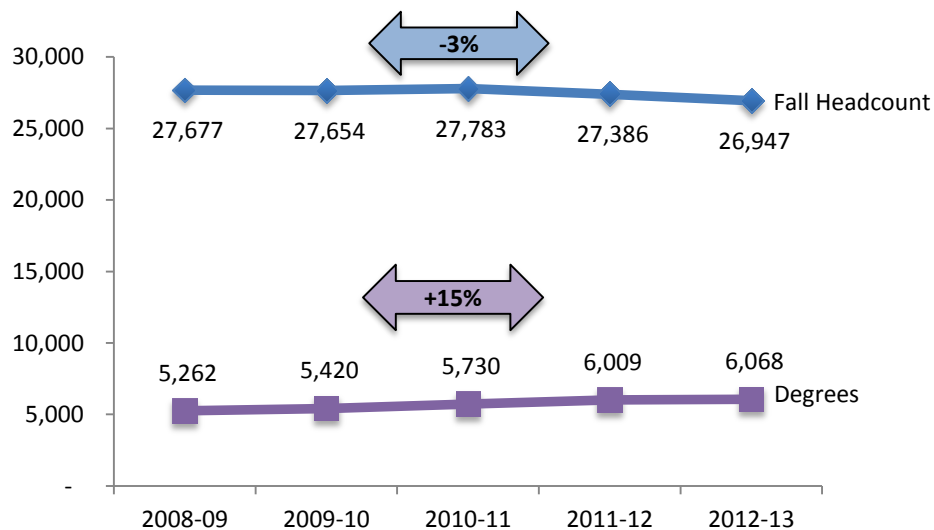
East Carolina University

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

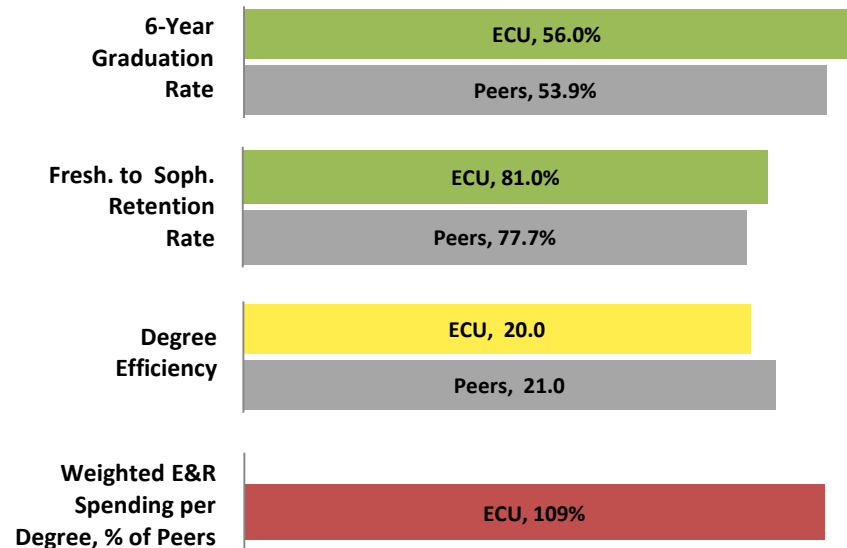
Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	293,745,980	293,328,059	306,318,984	302,885,796	312,219,081	18,473,101	6.3%
General Operating	45,682,947	51,290,547	61,647,503	56,583,023	59,831,693	14,148,745	31.0%
Equipment and Capital	14,499,839	31,481,360	32,394,614	31,131,435	30,749,079	16,249,240	112.1%
Miscellaneous	1,541,956	9,757,011	1,204,401	1,111,690	1,222,155	(319,802)	(20.7%)
Education Awards	9,454,020	9,456,841	12,768,624	15,398,422	22,505,689	13,051,669	138.1%
Intragovernmental Transfers	7,599,821	2,769,404	11,679,908	3,500,675	10,227,315	2,627,494	34.6%
Carry Forward to Next Year	1,801,025	1,416,923	2,001,088	13,619,618	17,968,555	16,167,530	897.7%
Total Expenditures	\$374,325,590	\$399,500,145	\$428,015,122	\$424,230,659	\$454,723,567	\$80,397,977	21.5%
Revenues							
State Appropriation	248,301,768	263,531,780	269,499,479	271,701,092	285,530,376	37,228,609	15.0%
Tuition Resident	61,987,479	64,327,831	72,564,342	82,637,689	91,652,193	29,664,714	47.9%
Tuition Nonresident	37,502,474	39,152,890	45,243,800	47,913,335	51,787,121	14,284,647	38.1%
Fees*	8,576,734	9,133,451	9,505,740	11,010,202	3,670,519	(4,906,215)	(57.2%)
Other	16,127,765	21,359,569	21,590,843	8,640,794	8,471,027	(7,656,738)	(47.5%)
Intragovernmental Transfers	548,444	1,994,625	152,091	217,004	166,052	(382,393)	(69.7%)
Carry Forward from Prior Year	1,280,925	-	9,458,826	2,110,543	13,446,279	12,165,354	949.7%
Total Revenues	\$374,325,590	\$399,500,145	\$428,015,122	\$424,230,659	\$454,723,567	\$80,397,977	21.5%

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Degrees Conferred



Performance as Compared to Public Peers



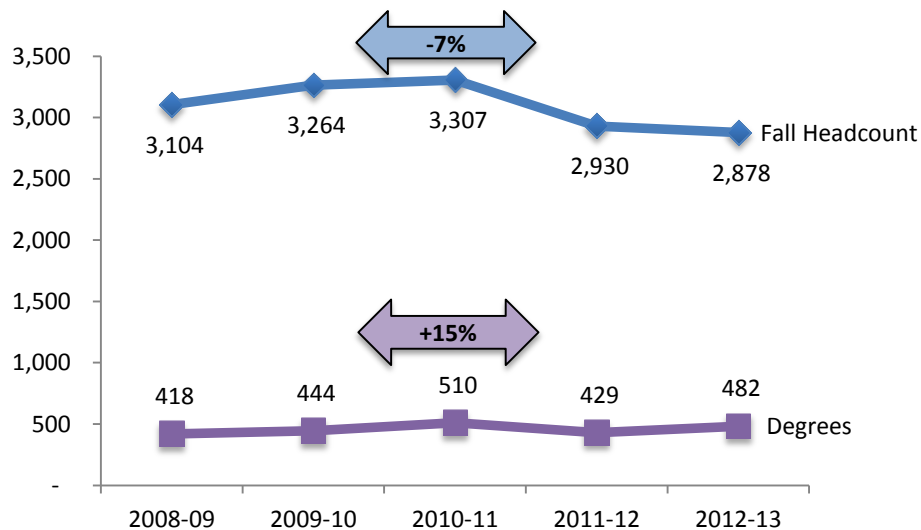
Elizabeth City State University

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

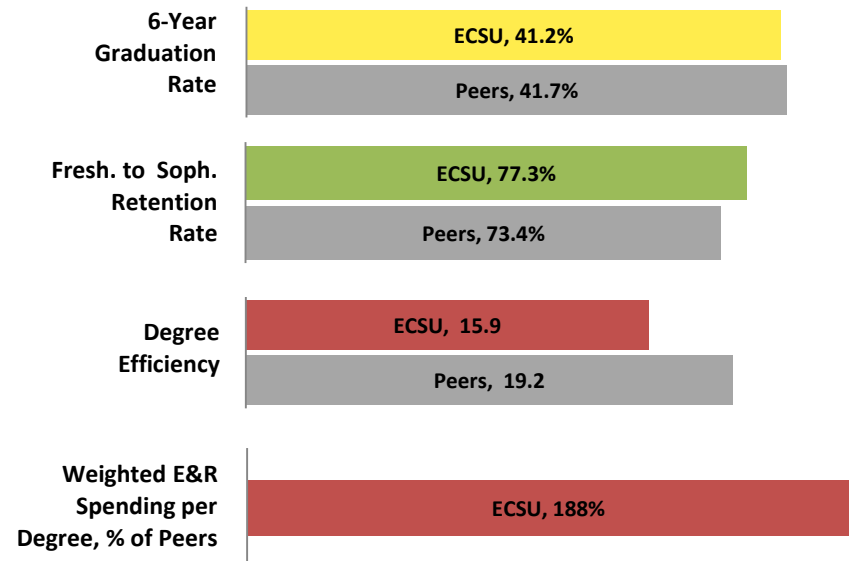
Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	34,974,664	34,928,738	37,697,337	37,192,263	37,113,665	2,139,000	6.1%
General Operating	5,179,016	4,553,798	5,263,204	5,031,198	4,963,255	(215,761)	(4.2%)
Equipment and Capital	1,283,505	1,484,832	1,565,324	851,171	886,109	(397,396)	(31.0%)
Miscellaneous	1,037,627	657,884	852,512	630,738	504,581	(533,047)	(51.4%)
Education Awards	2,277,446	2,807,834	3,394,856	3,373,516	3,972,155	1,694,710	74.4%
Intragovernmental Transfers	1,024,952	-	15,370	25,362	27,280	(997,672)	(97.3%)
Carry Forward to Next Year	289,096	431,553	-	-	-	(289,096)	(100.0%)
Total Expenditures	\$46,066,306	\$44,864,639	\$48,788,603	\$47,104,248	\$47,467,045	\$1,400,739	3.0%
Revenues							
State Appropriation	34,049,031	34,424,642	34,143,599	35,189,584	35,925,027	1,875,996	5.5%
Tuition Resident	4,246,342	4,843,494	6,741,873	6,270,200	6,800,641	2,554,299	60.2%
Tuition Nonresident	3,767,691	4,312,526	4,709,650	4,330,346	4,788,221	1,020,530	27.1%
Fees*	646,340	707,720	736,081	645,952	29,663	(616,678)	(95.4%)
Other	3,129,826	287,161	2,025,846	662,014	(168,120)	(3,297,946)	(105.4%)
Intragovernmental Transfers	108,076	-	-	6,152	5,142	(102,934)	(95.2%)
Carry Forward from Prior Year	119,000	289,096	431,553	-	86,472	(32,528)	(27.3%)
Total Revenues	\$46,066,306	\$44,864,639	\$48,788,603	\$47,104,248	\$47,467,045	\$1,400,739	3.0%

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Degrees Conferred



Performance as Compared to Public Peers



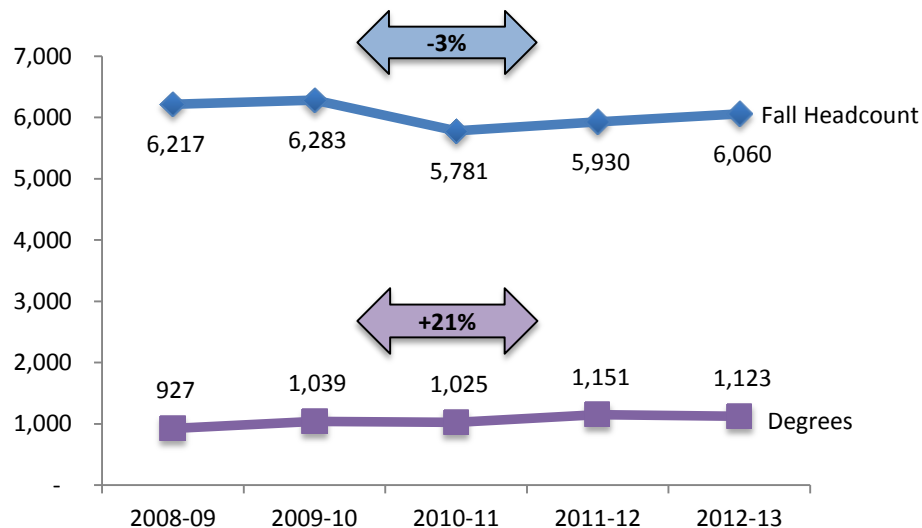
Fayetteville State University

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

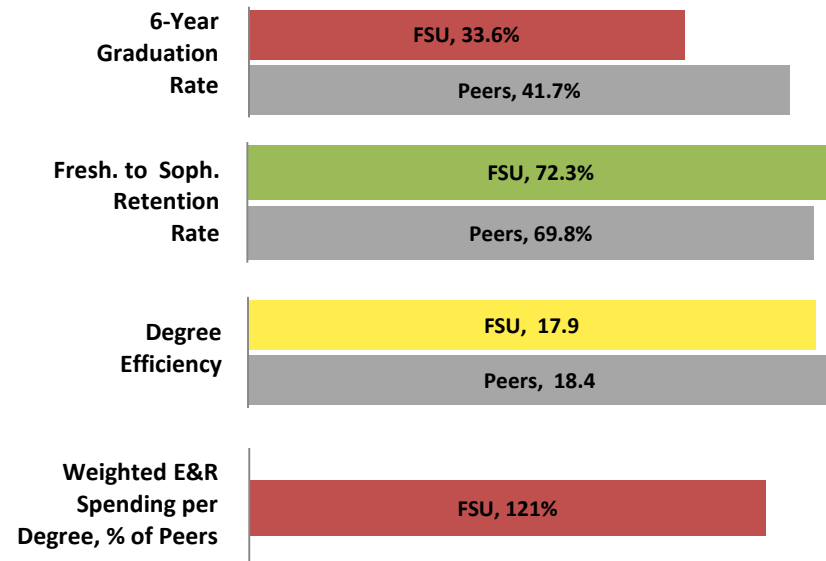
Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	55,011,983	54,104,720	55,828,467	55,057,829	55,526,606	514,623	0.9%
General Operating	8,029,262	8,298,945	8,660,383	8,133,388	6,596,830	(1,432,431)	(17.8%)
Equipment and Capital	2,125,720	2,921,831	2,489,703	2,895,954	1,891,117	(234,603)	(11.0%)
Miscellaneous	1,279,364	1,160,291	2,082,922	1,523,217	(179,129)	(1,458,493)	(114.0%)
Education Awards	2,517,756	1,705,503	1,891,994	3,845,334	3,695,743	1,177,987	46.8%
Intragovernmental Transfers	2,236,645	127,986	46,939	295,635	57,269	(2,179,376)	(97.4%)
Carry Forward to Next Year	96,660	2,788,720	330,816	408,111	291,564	194,904	201.6%
Total Expenditures	\$71,297,389	\$71,107,994	\$71,331,223	\$72,159,469	\$67,880,000	\$(3,417,390)	(4.8%)
Revenues							
State Appropriation	52,298,461	52,043,024	48,356,665	50,383,034	49,782,641	(2,515,821)	(4.8%)
Tuition Resident	11,101,885	10,051,467	12,107,897	15,914,880	14,554,442	3,452,557	31.1%
Tuition Nonresident	3,309,370	2,826,574	3,069,977	3,282,769	2,843,943	(465,428)	(14.1%)
Fees*	1,690,909	1,505,110	1,610,967	1,788,837	325,186	(1,365,723)	(80.8%)
Other	1,269,540	4,511,939	3,661,295	459,133	362,708	(906,832)	(71.4%)
Intragovernmental Transfers	200,157	87,218	-	-	11,081	(189,076)	(94.5%)
Carry Forward from Prior Year	1,427,066	82,663	2,524,423	330,816	-	(1,427,066)	(100.0%)
Total Revenues	\$71,297,389	\$71,107,994	\$71,331,223	\$72,159,469	\$67,880,000	\$(3,417,390)	(4.8%)

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Degrees Conferred



Performance as Compared to Public Peers



North Carolina A&T State University

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

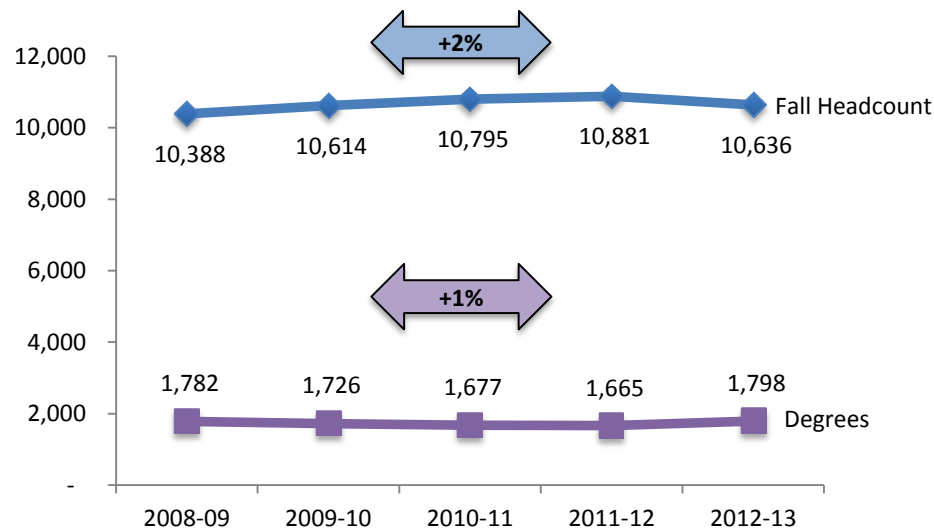
Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	114,458,645	114,840,010	120,568,834	117,502,859	123,019,526	8,560,881	7.5%
General Operating	14,904,506	17,833,376	20,315,389	21,535,280	20,855,737	5,951,231	39.9%
Equipment and Capital	4,753,344	6,876,255	6,850,988	4,674,043	4,410,091	(343,253)	(7.2%)
Miscellaneous	550,545	620,296	231,049	211,347	297,014	(253,531)	(46.1%)
Education Awards	4,285,590	4,046,599	4,840,289	5,428,110	6,538,608	2,253,018	52.6%
Intragovernmental Transfers	3,556,859	238,148	157,230	167,668	331,472	(3,225,388)	(90.7%)
Carry Forward to Next Year	183,722	1,942,339	-	-	-	(183,722)	(100.0%)
Total Expenditures	\$142,693,211	\$146,397,024	\$152,963,779	\$149,519,307	\$155,452,447	\$12,759,237	8.9%

Revenues

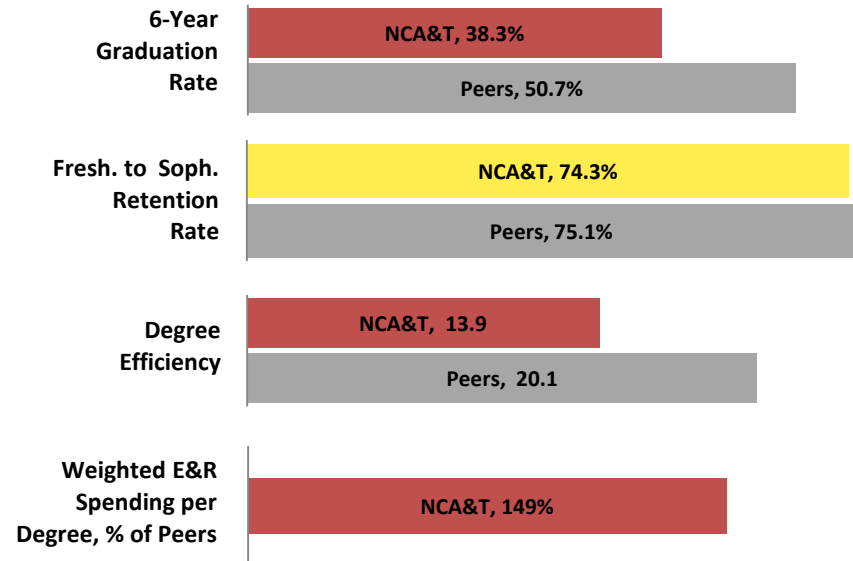
State Appropriation	89,316,958	92,355,360	93,559,050	94,181,746	97,542,271	8,225,313	9.2%
Tuition Resident	16,595,491	18,040,623	24,183,961	25,772,186	26,612,251	10,016,760	60.4%
Tuition Nonresident	23,761,687	21,235,547	19,945,868	21,255,464	26,317,888	2,556,201	10.8%
Fees*	4,122,810	4,305,294	4,298,046	4,490,206	884,337	(3,238,473)	(78.6%)
Other	5,868,201	9,689,209	8,965,047	2,164,039	2,348,230	(3,519,971)	(60.0%)
Intragovernmental Transfers	543,736	587,270	70,713	1,655,666	1,747,470	1,203,734	221.4%
Carry Forward from Prior Year	2,484,327	183,722	1,941,095	-	-	(2,484,327)	(100.0%)
Total Revenues	\$142,693,211	\$146,397,024	\$152,963,779	\$149,519,307	\$155,452,447	\$12,759,237	8.9%

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Degrees Conferred



Performance as Compared to Public Peers



North Carolina Central University

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

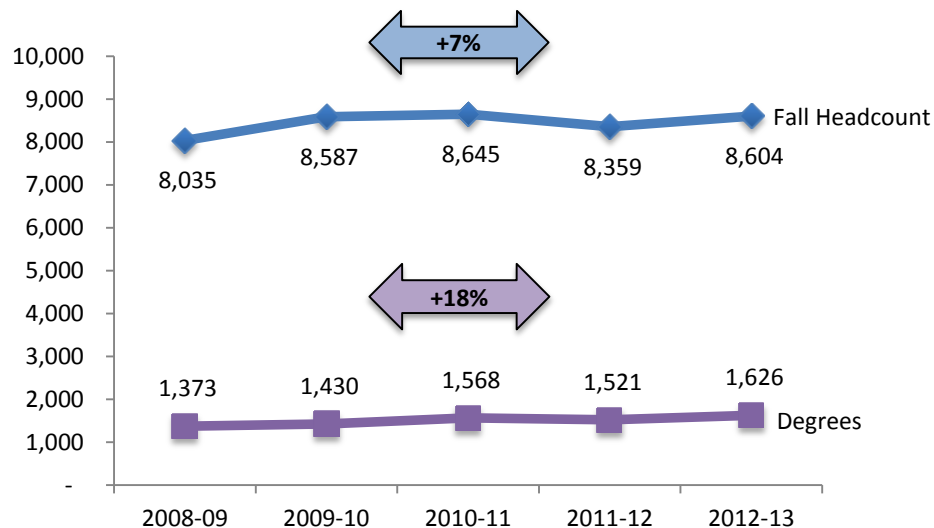
Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	88,577,352	88,829,957	94,979,335	95,418,014	94,070,541	5,493,190	6.2%
General Operating	14,899,542	19,835,298	21,187,971	16,703,071	16,079,977	1,180,435	7.9%
Equipment and Capital	4,801,929	7,574,790	6,879,700	5,178,904	5,296,367	494,438	10.3%
Miscellaneous	1,669,780	1,014,429	1,195,187	475,529	673,336	(996,444)	(59.7%)
Education Awards	5,465,209	5,750,656	8,082,146	6,873,890	8,086,946	2,621,738	48.0%
Intragovernmental Transfers	2,927,219	-	-	-	478,713	(2,448,506)	(83.6%)
Carry Forward to Next Year	-	1,491,464	6,218	575,695	2,339,337	2,339,337	
Total Expenditures	\$118,341,031	\$124,496,593	\$132,330,557	\$125,225,103	\$127,025,218	\$8,684,187	7.3%

Revenues

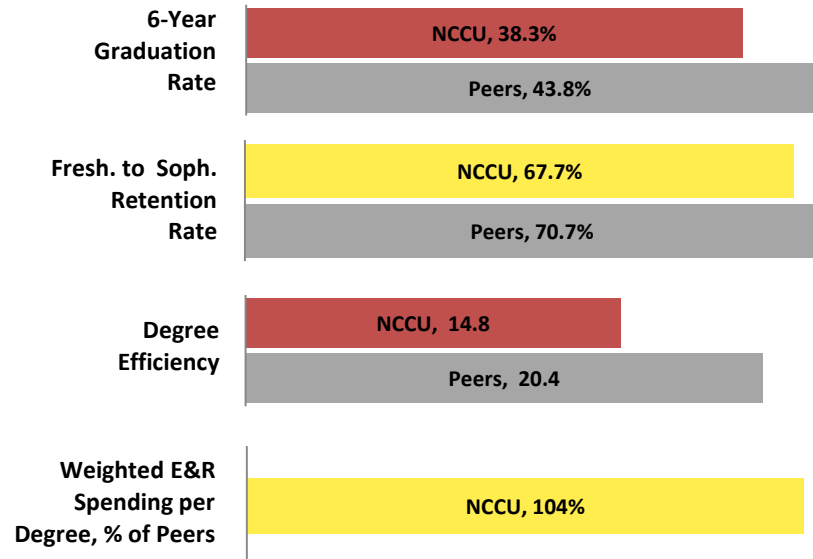
State Appropriation	78,763,670	83,871,676	83,148,255	83,576,154	84,714,668	5,950,998	7.6%
Tuition Resident	18,487,099	19,054,170	24,773,338	25,059,970	25,991,143	7,504,044	40.6%
Tuition Nonresident	10,150,472	11,608,299	13,448,963	12,366,105	13,063,383	2,912,912	28.7%
Fees*	3,297,694	3,651,086	3,828,500	3,804,387	147,127	(3,150,567)	(95.5%)
Other	5,363,808	6,191,637	5,538,126	383,248	2,524,016	(2,839,792)	(52.9%)
Intragovernmental Transfers	151,647	119,724	101,911	29,022	9,185	(142,462)	(93.9%)
Carry Forward from Prior Year	2,126,640	-	1,491,464	6,218	575,695	(1,550,945)	(72.9%)
Total Revenues	\$118,341,031	\$124,496,593	\$132,330,557	\$125,225,103	\$127,025,218	\$8,684,187	7.3%

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Degrees Conferred



Performance as Compared to Public Peers



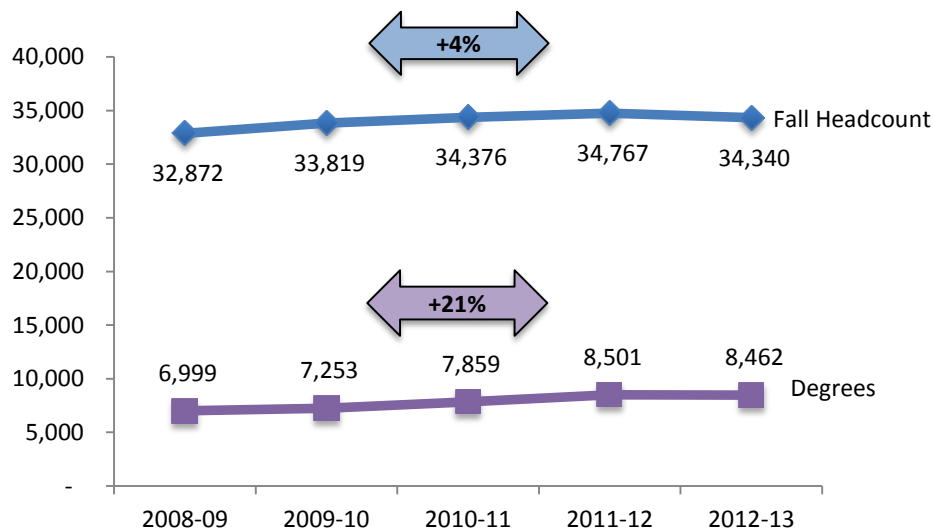
North Carolina State University

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

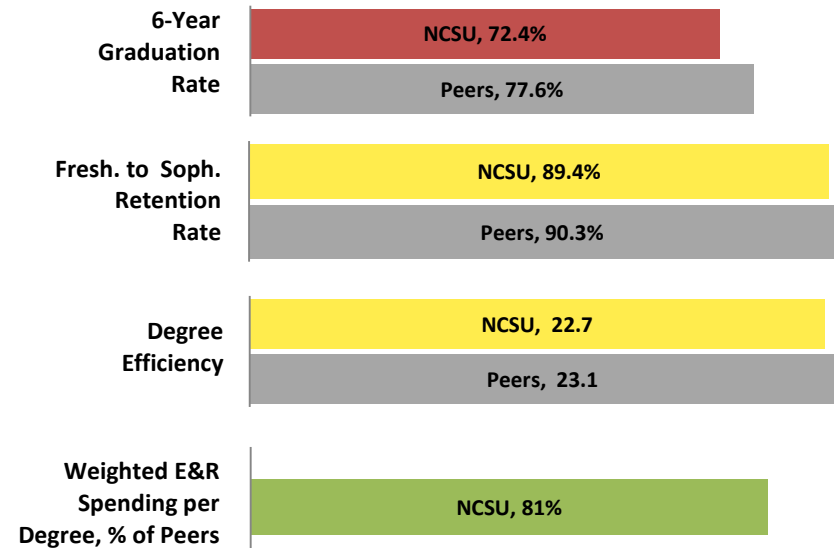
Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	541,964,685	540,080,341	552,020,215	545,023,844	568,324,904	26,360,219	4.9%
General Operating	111,803,346	118,782,711	145,054,635	135,548,800	140,230,871	28,427,525	25.4%
Equipment and Capital	26,427,447	40,292,424	46,905,656	35,151,011	34,161,957	7,734,510	29.3%
Miscellaneous	4,484,164	4,716,095	5,518,334	5,047,051	5,098,360	614,196	13.7%
Education Awards	31,358,778	33,180,414	46,525,801	53,005,800	58,972,472	27,613,695	88.1%
Intragovernmental Transfers	20,926,371	1,819,814	8,624,270	3,879,337	11,220,482	(9,705,889)	(46.4%)
Carry Forward to Next Year	-	8,432,167	575,524	10,128,183	9,409,046	9,409,046	
Total Expenditures	\$736,964,791	\$747,303,967	\$805,224,435	\$787,784,026	\$827,418,093	\$90,453,302	12.3%
Revenues							
State Appropriation	463,006,106	472,039,507	478,423,298	466,082,225	484,021,602	21,015,496	4.5%
Tuition Resident	105,463,583	113,225,488	138,358,883	146,279,549	159,348,645	53,885,062	51.1%
Tuition Nonresident	50,217,348	54,024,249	66,976,452	75,667,450	83,428,216	33,210,868	66.1%
Fees*	21,416,123	21,416,213	22,803,937	23,509,172	8,723,968	(12,692,155)	(59.3%)
Other	83,541,745	83,335,387	88,208,221	73,975,687	79,695,487	(3,846,257)	(4.6%)
Intragovernmental Transfers	2,952,410	2,878,198	2,021,477	1,694,418	2,072,453	(879,958)	(29.8%)
Carry Forward from Prior Year	10,367,476	384,926	8,432,168	575,524	10,127,722	(239,754)	(2.3%)
Total Revenues	\$736,964,791	\$747,303,967	\$805,224,435	\$787,784,026	\$827,418,093	\$90,453,302	12.3%

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Degrees Conferred



Performance as Compared to Public Peers



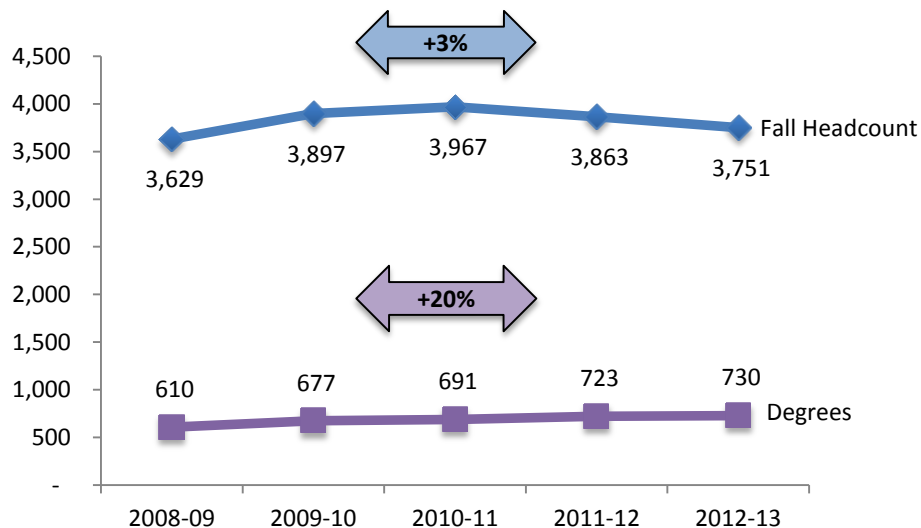
UNC Asheville

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

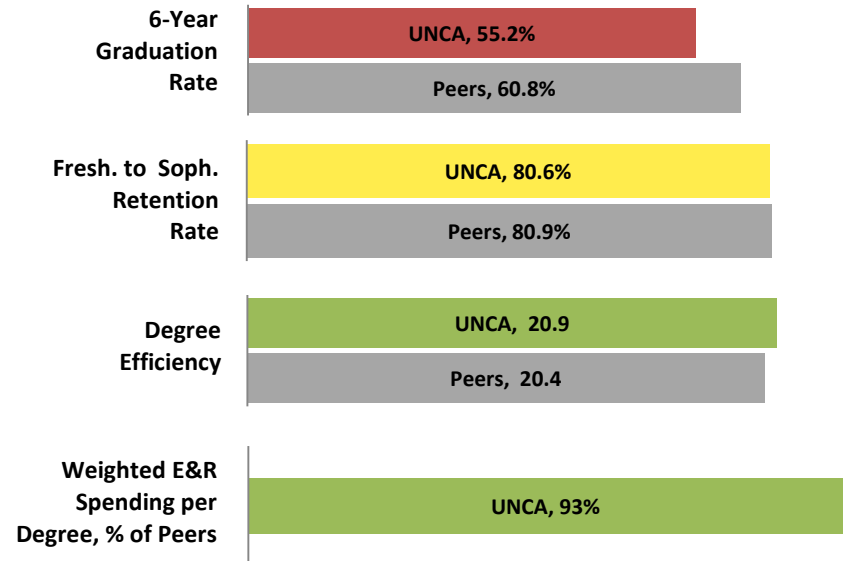
Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	43,377,257	42,864,354	43,667,339	40,250,530	41,962,364	(1,414,894)	(3.3%)
General Operating	5,396,329	5,706,527	5,974,506	6,365,568	6,634,843	1,238,513	23.0%
Equipment and Capital	1,519,198	2,496,221	2,636,619	3,374,567	3,414,269	1,895,071	124.7%
Miscellaneous	429,013	312,423	351,407	408,352	573,220	144,207	33.6%
Education Awards	1,422,896	1,441,193	2,391,132	2,701,540	3,131,884	1,708,988	120.1%
Intragovernmental Transfers	2,372,108	543,421	653,419	457,916	144,675	(2,227,433)	(93.9%)
Carry Forward to Next Year	663,534	627,982	165,791	1,259,583	1,219,158	555,624	83.7%
Total Expenditures	\$55,180,335	\$53,992,120	\$55,840,213	\$54,818,055	\$57,080,411	\$1,900,076	3.4%
Revenues							
State Appropriation	38,567,843	36,288,214	36,189,482	35,659,695	37,588,312	(979,531)	(2.5%)
Tuition Resident	6,778,898	7,379,626	8,109,637	9,581,239	10,291,001	3,512,103	51.8%
Tuition Nonresident	5,016,998	5,275,471	6,284,791	6,643,423	6,561,376	1,544,378	30.8%
Fees*	1,598,186	1,461,434	1,557,993	1,799,301	534,890	(1,063,295)	(66.5%)
Other	1,885,808	2,574,651	2,701,185	288,293	304,679	(1,581,129)	(83.8%)
Intragovernmental Transfers	423,993	349,190	369,144	680,314	540,569	116,576	27.5%
Carry Forward from Prior Year	908,610	663,534	627,982	165,791	1,259,583	350,973	38.6%
Total Revenues	\$55,180,335	\$53,992,120	\$55,840,213	\$54,818,055	\$57,080,411	\$1,900,076	3.4%

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Degrees Conferred



Performance as Compared to Public Peers



UNC-Chapel Hill

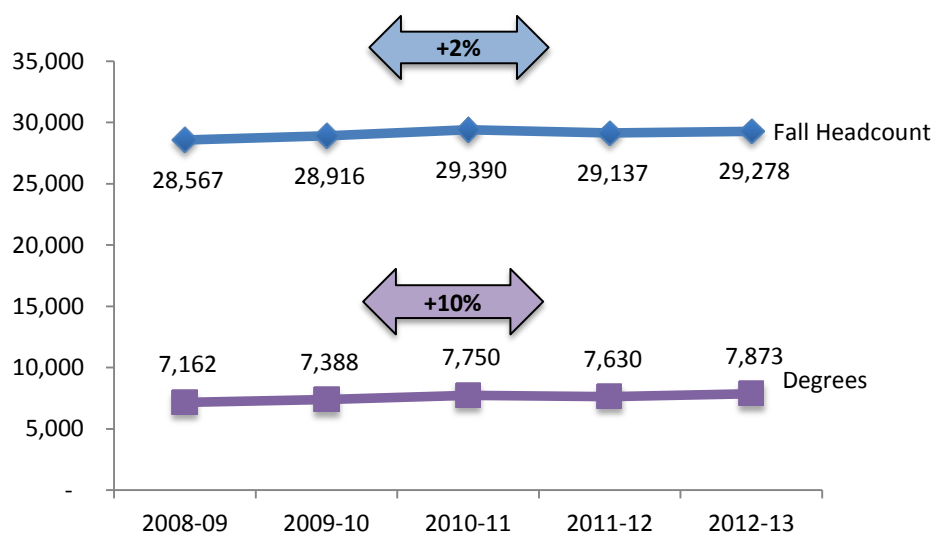
Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	556,657,574	562,825,664	564,089,168	521,377,979	558,808,767	2,151,193	0.4%
General Operating	121,656,535	131,103,202	142,328,348	140,996,326	150,021,330	28,364,795	23.3%
Equipment and Capital	17,060,575	22,074,315	25,412,443	24,967,190	19,530,994	2,470,418	14.5%
Miscellaneous	12,857,832	13,593,683	12,494,768	11,424,909	10,716,277	(2,141,555)	(16.7%)
Education Awards	83,586,170	86,769,442	104,415,496	110,152,122	127,724,888	44,138,718	52.8%
Intragovernmental Transfers	31,353,818	6,296,804	6,748,740	11,332,159	7,064,197	(24,289,621)	(77.5%)
Carry Forward to Next Year	5,236,463	7,526,723	249,132	5,715,990	13,316,271	8,079,808	154.3%
Total Expenditures	\$828,408,967	\$830,189,832	\$855,738,095	\$825,966,677	\$887,182,724	\$58,773,757	7.1%

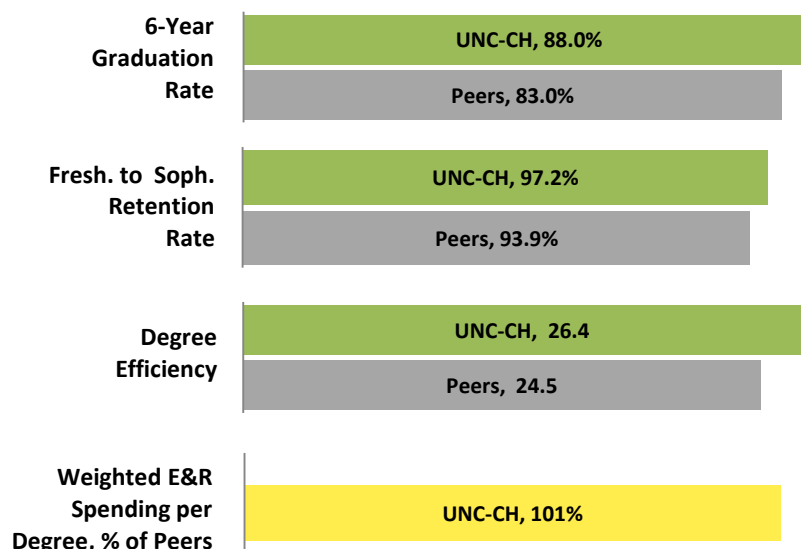
Revenues	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
State Appropriation	538,327,360	509,690,868	520,198,494	486,492,294	515,120,948	(23,206,412)	(4.3%)
Tuition Resident	104,206,674	114,963,187	132,463,031	141,306,531	162,793,450	58,586,776	56.2%
Tuition Nonresident	100,128,715	109,334,405	132,192,654	137,737,660	150,724,594	50,595,880	50.5%
Fees*	33,589,600	32,146,128	34,492,509	36,612,460	22,101,333	(11,488,267)	(34.2%)
Other	37,291,248	49,414,254	27,658,582	19,595,885	20,007,467	(17,283,781)	(46.3%)
Intragovernmental Transfers	4,698,269	9,404,527	2,316,654	4,221,847	10,718,942	6,020,673	128.1%
Carry Forward from Prior Year	10,167,101	5,236,463	6,416,171	-	5,715,990	(4,451,111)	(43.8%)
Total Revenues	\$828,408,967	\$830,189,832	\$855,738,095	\$825,966,677	\$887,182,724	\$58,773,757	7.1%

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Degrees Conferred



Performance as Compared to Public Peers



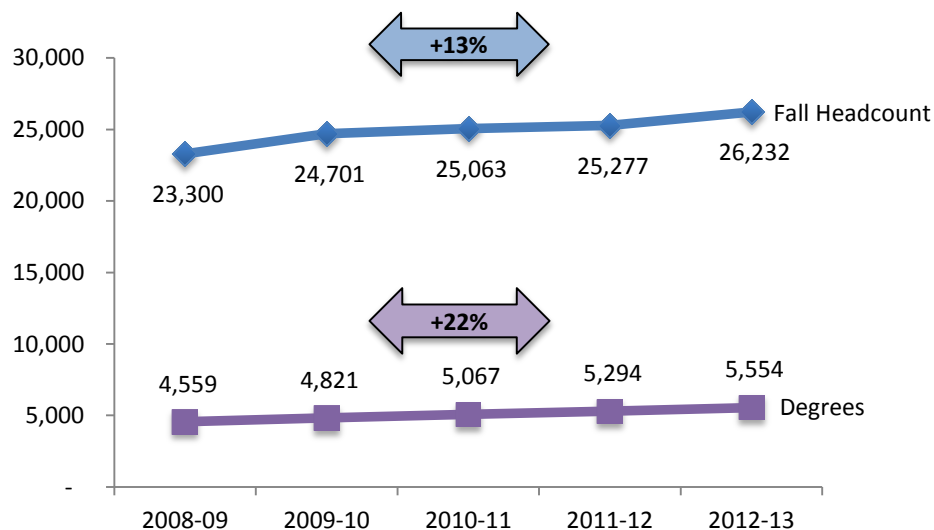
UNC Charlotte

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

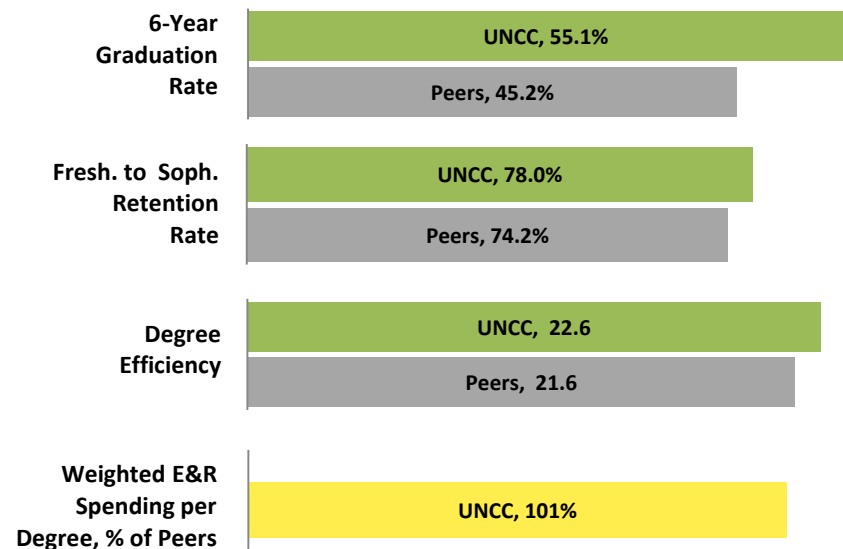
Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	205,879,257	207,907,723	215,195,062	219,236,988	234,373,259	28,494,002	13.8%
General Operating	35,399,216	41,512,014	46,275,970	49,336,882	44,063,550	8,664,334	24.5%
Equipment and Capital	8,405,548	21,501,420	28,049,131	20,495,504	18,307,279	9,901,731	117.8%
Miscellaneous	4,401,576	5,531,439	4,189,126	5,828,056	4,727,178	325,602	7.4%
Education Awards	6,823,568	7,400,956	11,056,066	12,103,632	13,523,760	6,700,193	98.2%
Intragovernmental Transfers	8,764,108	1,588,429	5,104,065	4,323	4,495,684	(4,268,424)	(48.7%)
Carry Forward to Next Year	1,954,808	7,129,684	1,033,180	6,435,215	7,499,698	5,544,890	283.7%
Total Expenditures	\$271,628,080	\$292,571,665	\$310,902,600	\$313,440,599	\$326,990,409	\$55,362,328	20.4%
Revenues							
State Appropriation	165,144,982	173,990,052	178,292,837	185,951,385	193,426,146	28,281,164	17.1%
Tuition Resident	50,984,324	53,929,279	63,323,405	70,790,217	77,509,064	26,524,740	52.0%
Tuition Nonresident	29,182,768	31,314,635	33,906,474	37,934,324	42,643,744	13,460,976	46.1%
Fees*	11,976,206	13,147,051	12,377,619	13,859,288	2,383,883	(9,592,323)	(80.1%)
Other	7,132,667	17,586,195	15,656,753	3,354,322	4,040,453	(3,092,214)	(43.4%)
Intragovernmental Transfers	3,208,161	649,644	215,827	517,884	551,903	(2,656,258)	(82.8%)
Carry Forward from Prior Year	3,998,972	1,954,808	7,129,684	1,033,180	6,435,215	2,436,243	60.9%
Total Revenues	\$271,628,080	\$292,571,665	\$310,902,600	\$313,440,599	\$326,990,409	\$55,362,328	20.4%

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Degrees Conferred



Performance as Compared to Public Peers



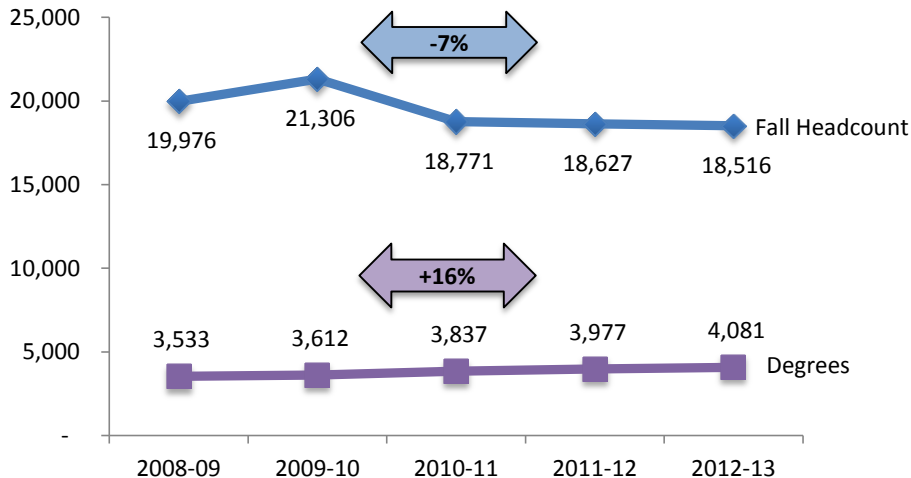
UNC Greensboro

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	175,739,870	175,062,282	185,370,105	182,270,907	183,210,822	7,470,952	4.3%
General Operating	24,698,030	29,911,442	34,347,735	28,723,079	30,726,690	6,028,660	24.4%
Equipment and Capital	8,859,823	22,110,859	15,210,980	10,958,628	8,766,945	(92,878)	(1.0%)
Miscellaneous	696,759	910,843	1,139,177	1,151,107	1,117,902	421,142	60.4%
Education Awards	6,946,390	7,161,517	10,635,373	12,054,559	14,150,347	7,203,958	103.7%
Intragovernmental Transfers	10,889,448	1,004,244	2,684,809	1,177,140	1,248,799	(9,640,649)	(88.5%)
Carry Forward to Next Year	128,016	1,929,059	262,551	1,681,358	3,366,228	3,238,212	2529.5%
Total Expenditures	\$227,958,337	\$238,090,246	\$249,650,730	\$238,016,778	\$242,587,732	\$14,629,395	6.4%
Revenues							
State Appropriation	146,189,675	153,904,791	153,918,851	150,359,030	154,110,667	7,920,992	5.4%
Tuition Resident	39,392,218	43,160,033	53,312,241	56,027,097	60,330,710	20,938,492	53.2%
Tuition Nonresident	15,995,040	16,138,902	19,255,449	21,089,086	22,000,491	6,005,451	37.5%
Fees*	6,216,122	6,692,939	7,053,223	7,510,706	1,060,835	(5,155,288)	(82.9%)
Other	11,070,484	13,379,132	12,277,535	2,576,200	3,276,579	(7,793,905)	(70.4%)
Intragovernmental Transfers	5,694,150	4,686,433	2,020,184	454,659	127,093	(5,567,057)	(97.8%)
Carry Forward from Prior Year	3,400,647	128,016	1,813,247	-	1,681,358	(1,719,290)	(50.6%)
Total Revenues	\$227,958,337	\$238,090,246	\$249,650,730	\$238,016,778	\$242,587,732	\$14,629,395	6.4%

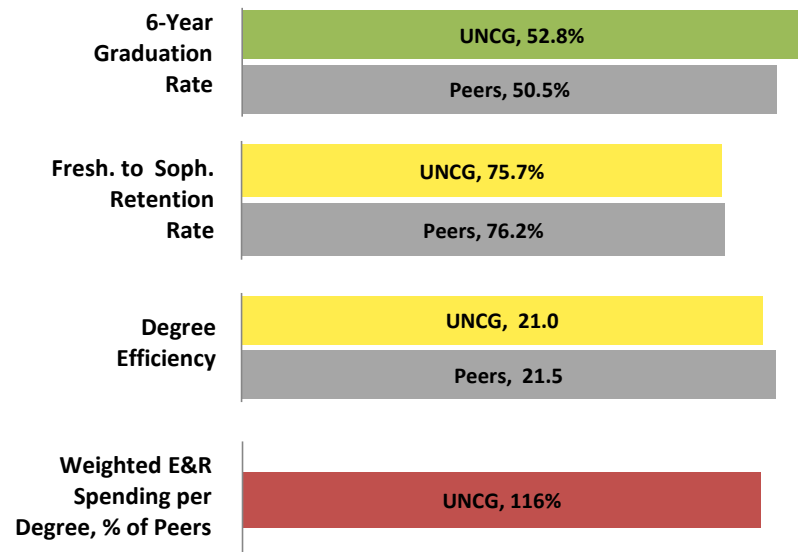
* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Degrees Conferred¹



¹ Fall headcount totals include 2,301 iSchool students for the fall of 2008 and 2,778 for the fall of 2009. This program was de-funded by the NC General Assembly in 2010.

Performance as Compared to Public Peers



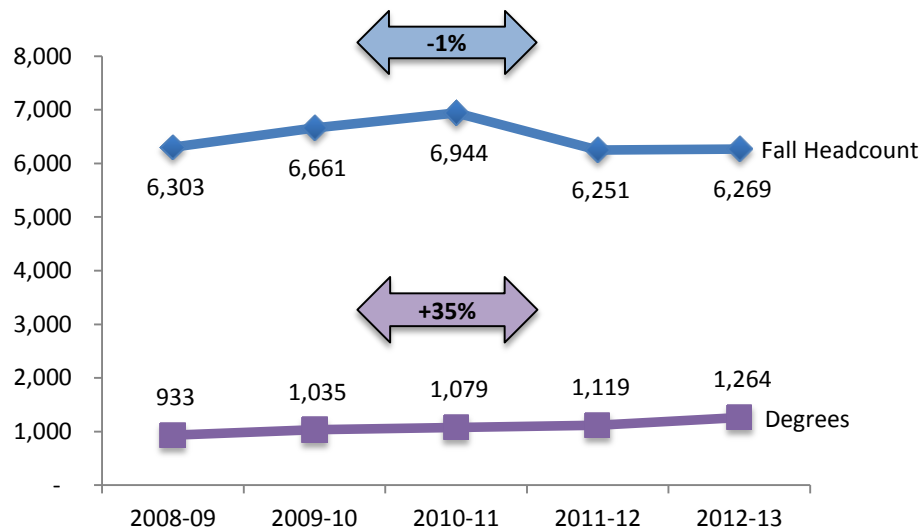
UNC Pembroke

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

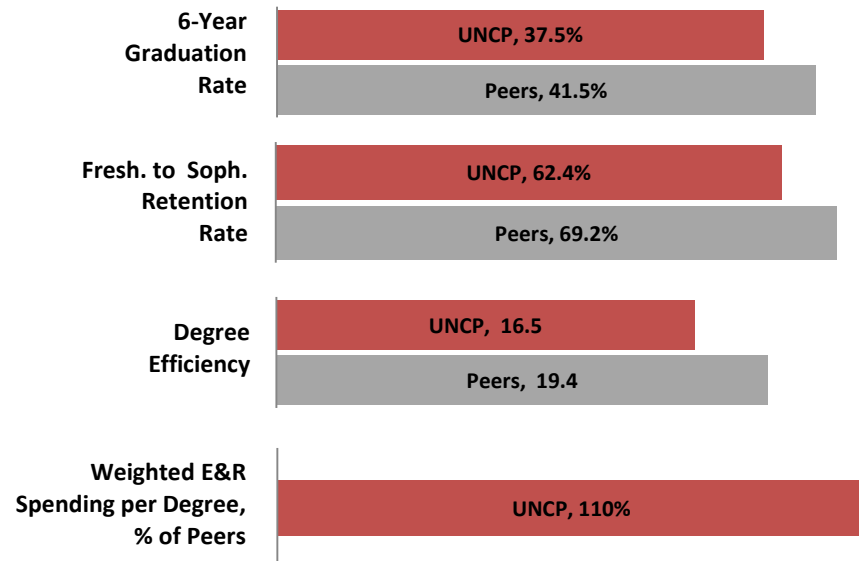
Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	52,991,339	54,070,640	55,562,818	55,303,879	56,171,079	3,179,740	6.0%
General Operating	10,763,856	11,351,881	9,936,616	9,622,550	9,344,773	(1,419,083)	(13.2%)
Equipment and Capital	3,361,982	5,898,216	4,445,686	4,753,133	4,131,150	769,168	22.9%
Miscellaneous	814,438	437,459	558,966	533,665	774,211	(40,227)	(4.9%)
Education Awards	2,037,720	1,914,290	2,456,875	2,648,496	3,329,260	1,291,540	63.4%
Intragovernmental Transfers	1,926,951	77,227	17,473	5,000	21,400	(1,905,551)	(98.9%)
Carry Forward to Next Year	26,976	1,420,653	1,343,825	1,434,151	2,207,236	2,180,260	8082.3%
Total Expenditures	\$71,923,261	\$75,170,366	\$74,322,259	\$74,300,874	\$75,979,108	\$4,055,847	5.6%
Revenues							
State Appropriation	52,256,633	53,580,406	49,801,874	53,912,856	54,372,770	2,116,137	4.0%
Tuition Resident	11,353,570	12,593,634	14,734,494	15,686,249	16,669,673	5,316,103	46.8%
Tuition Nonresident	2,796,967	3,128,539	2,763,827	2,561,073	2,336,662	(460,304)	(16.5%)
Fees*	1,409,945	1,634,678	1,746,313	1,989,644	268,854	(1,141,091)	(80.9%)
Other	2,275,462	3,682,534	3,802,305	96,715	877,950	(1,397,512)	(61.4%)
Intragovernmental Transfers	91,700	79,602	61,900	54,337	19,048	(72,653)	(79.2%)
Carry Forward from Prior Year	1,738,984	470,973	1,411,547	-	1,434,151	(304,833)	(17.5%)
Total Revenues	\$71,923,261	\$75,170,366	\$74,322,259	\$74,300,874	\$75,979,108	\$4,055,847	5.6%

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Degrees Conferred



Performance as Compared to Public Peers



UNC Wilmington

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

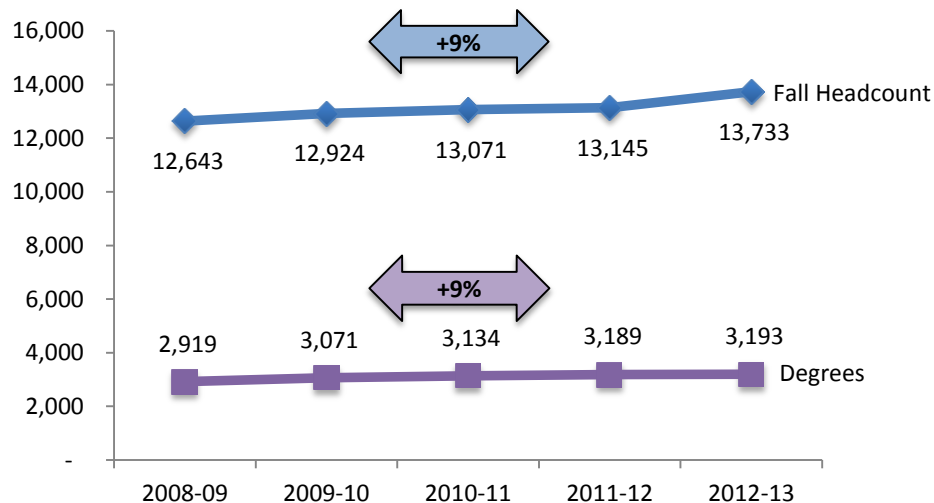
Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	122,377,223	121,773,751	127,587,878	126,925,651	131,542,208	9,164,985	7.5%
General Operating	16,534,728	17,759,771	17,905,490	19,416,045	19,079,802	2,545,074	15.4%
Equipment and Capital	5,093,676	7,869,675	12,957,749	6,908,752	9,837,336	4,743,660	93.1%
Miscellaneous	846,119	1,621,840	1,466,388	1,541,234	1,939,298	1,093,179	129.2%
Education Awards	3,578,359	4,819,761	5,965,075	7,161,651	9,418,674	5,840,315	163.2%
Intragovernmental Transfers	5,316,885	90,850	96,208	329,858	314,090	(5,002,795)	(94.1%)
Carry Forward to Next Year	16,428	2,202,499	38,770	1,635,781	2,782,838	2,766,410	16839.6%
Total Expenditures	\$153,763,418	\$156,138,148	\$166,017,558	\$163,918,971	\$174,914,246	\$21,150,828	13.8%

Revenues

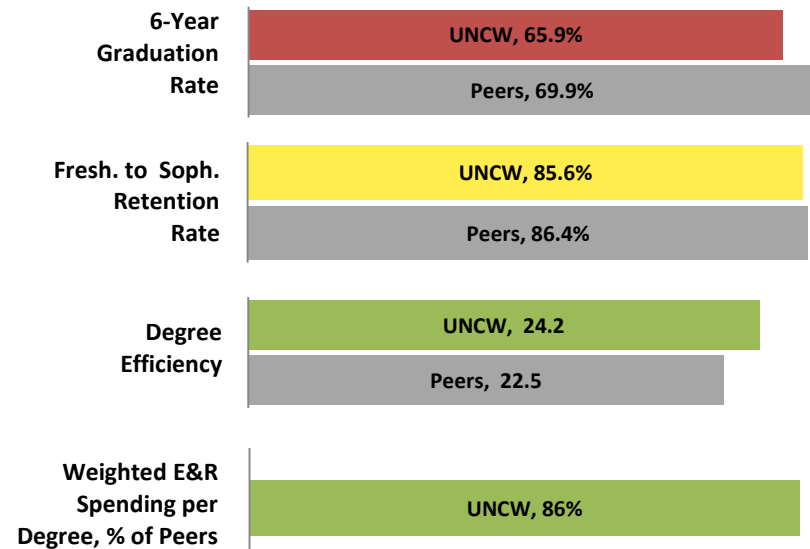
State Appropriation	92,193,740	90,220,051	89,349,941	91,313,397	96,878,528	4,684,788	5.1%
Tuition Resident	26,300,240	28,265,195	33,381,878	35,988,681	43,262,312	16,962,072	64.5%
Tuition Nonresident	20,671,087	22,885,047	25,936,363	27,254,662	30,301,962	9,630,875	46.6%
Fees*	5,935,802	6,136,627	6,325,313	6,455,784	(180)	(5,935,982)	(100.0%)
Other	6,719,533	8,588,192	8,790,975	2,816,422	2,755,036	(3,964,498)	(59.0%)
Intragovernmental Transfers	125,637	26,608	30,589	51,255	80,807	(44,830)	(35.7%)
Carry Forward from Prior Year	1,817,379	16,428	2,202,499	38,770	1,635,781	(181,598)	(10.0%)
Total Revenues	\$153,763,418	\$156,138,148	\$166,017,558	\$163,918,971	\$174,914,246	\$21,150,828	13.8%

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Degrees Conferred



Performance as Compared to Public Peers



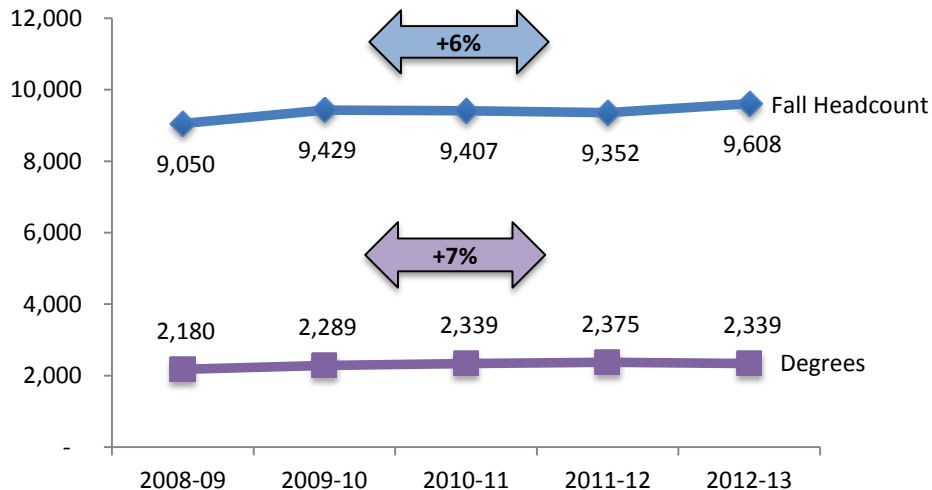
Western Carolina University

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

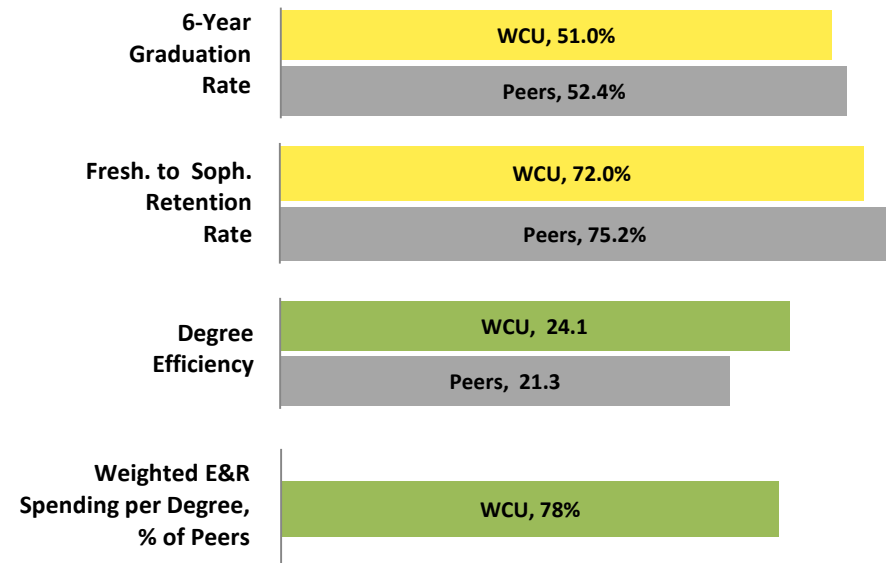
Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	93,352,293	86,603,256	89,219,409	86,951,682	89,816,775	(3,535,518)	(3.8%)
General Operating	16,353,079	14,405,724	15,228,318	16,394,919	18,611,693	2,258,614	13.8%
Equipment and Capital	3,703,490	6,712,320	7,560,642	8,467,518	9,116,706	5,413,216	146.2%
Miscellaneous	415,015	775,259	681,390	720,257	462,330	47,315	11.4%
Education Awards	2,094,544	2,163,321	3,429,573	3,738,790	4,744,031	2,649,487	126.5%
Intragovernmental Transfers	5,089,134	438,228	453,985	447,428	163,485	(4,925,649)	(96.8%)
Carry Forward to Next Year	1,426,242	2,521,733	1,235,679	3,062,964	2,983,555	1,557,313	109.2%
Total Expenditures	\$122,433,796	\$113,619,840	\$117,808,996	\$119,783,557	\$125,898,575	\$3,464,779	2.8%
Revenues							
State Appropriation	87,563,978	76,806,186	72,476,474	80,114,791	83,122,918	(4,441,060)	(5.1%)
Tuition Resident	16,297,328	16,863,798	23,590,190	23,765,854	27,864,902	11,567,574	71.0%
Tuition Nonresident	5,820,090	6,914,172	7,711,703	8,274,614	9,211,857	3,391,767	58.3%
Fees*	4,037,907	4,484,068	4,336,738	4,522,579	833,542	(3,204,365)	(79.4%)
Other	5,425,598	7,087,800	7,109,213	1,839,542	1,737,807	(3,687,791)	(68.0%)
Intragovernmental Transfers	62,821	37,575	60,440	28,614	51,275	(11,546)	(18.4%)
Carry Forward from Prior Year	3,226,074	1,426,242	2,524,239	1,237,562	3,076,273	(149,801)	(4.6%)
Total Revenues	\$122,433,796	\$113,619,840	\$117,808,996	\$119,783,557	\$125,898,575	\$3,464,779	2.8%

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Degrees Conferred



Performance as Compared to Public Peers



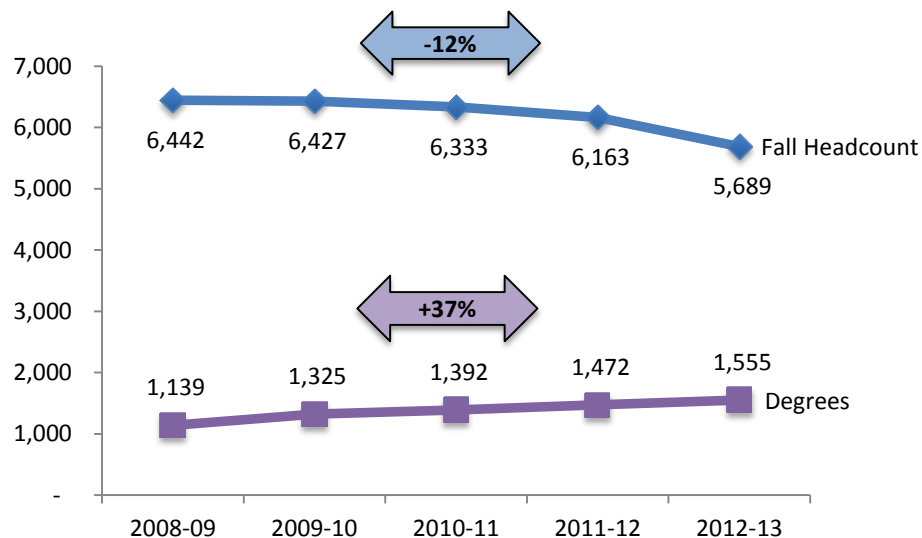
Winston-Salem State University

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

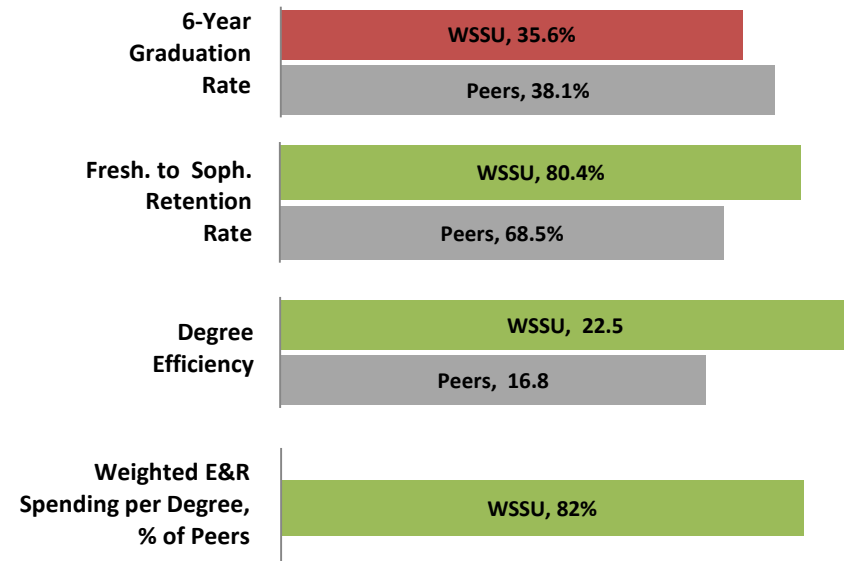
Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	68,347,141	66,861,135	70,414,065	70,172,355	72,503,295	4,156,154	6.1%
General Operating	10,986,263	11,254,764	13,921,167	11,558,112	9,703,475	(1,282,788)	(11.7%)
Equipment and Capital	2,437,597	5,671,326	6,534,833	4,188,089	2,762,001	324,403	13.3%
Miscellaneous	913,967	1,748,924	2,067,551	1,811,569	2,072,438	1,158,471	126.8%
Education Awards	1,487,113	1,396,255	2,697,735	3,374,972	3,681,608	2,194,495	147.6%
Intragovernmental Transfers	3,089,466	77,039	42,252	98,000	98,000	(2,991,466)	(96.8%)
Carry Forward to Next Year	14,818	1,295,682	-	79	-	(14,818)	(100.0%)
Total Expenditures	\$87,276,366	\$88,305,123	\$95,677,603	\$91,203,176	\$90,820,816	\$3,544,449	4.1%
Revenues							
State Appropriation	64,084,852	64,290,819	66,298,891	67,990,988	68,460,340	4,375,488	6.8%
Tuition Resident	11,034,518	11,384,080	14,978,025	15,562,267	15,499,601	4,465,083	40.5%
Tuition Nonresident	5,772,288	5,427,264	5,557,179	5,698,437	4,795,047	(977,241)	(16.9%)
Fees*	2,338,993	2,567,673	2,856,261	2,755,563	451,069	(1,887,924)	(80.7%)
Other	3,064,349	4,595,695	4,676,215	(860,683)	1,530,422	(1,533,927)	(50.1%)
Intragovernmental Transfers	54,123	24,775	15,351	56,606	84,258	30,135	55.7%
Carry Forward from Prior Year	927,244	14,818	1,295,682	-	79	(927,165)	(100.0%)
Total Revenues	\$87,276,366	\$88,305,123	\$95,677,603	\$91,203,176	\$90,820,816	\$3,544,449	4.1%

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Degrees Conferred



Performance as Compared to Public Peers



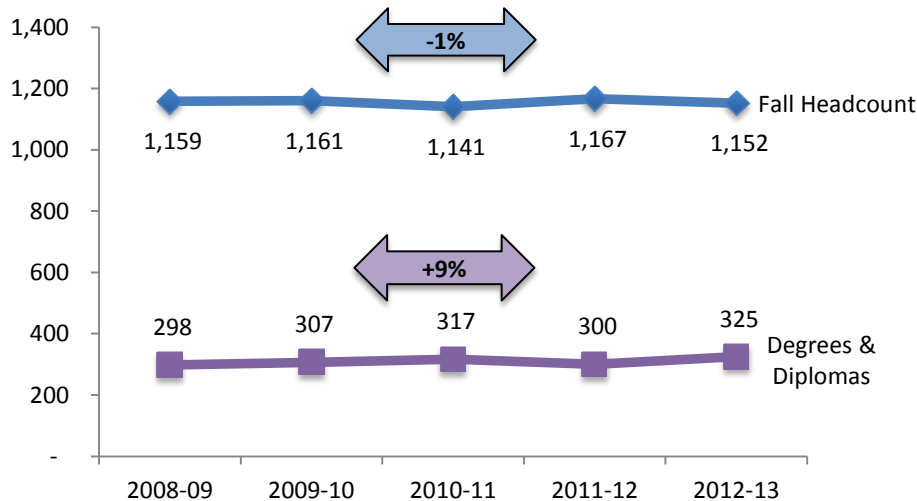
UNC School of the Arts

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

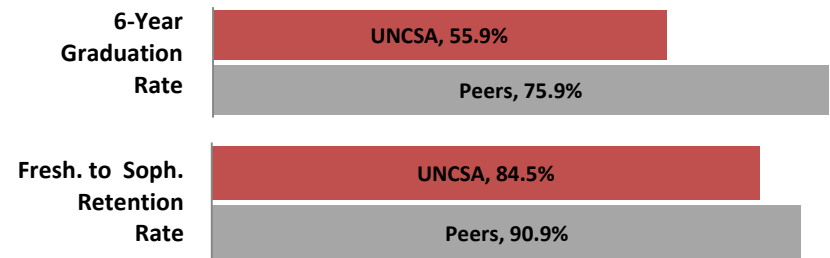
Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	26,373,565	26,080,612	27,664,719	26,263,442	27,321,716	948,151	3.6%
General Operating	5,812,656	6,178,265	5,405,439	5,674,208	5,728,621	(84,034)	(1.4%)
Equipment and Capital	811,533	2,554,319	2,607,740	2,116,437	1,746,849	935,316	115.3%
Miscellaneous	141,195	109,484	114,800	260,099	127,197	(13,998)	(9.9%)
Education Awards	2,698,796	3,278,685	3,202,042	3,756,846	4,164,537	1,465,741	54.3%
Intragovernmental Transfers	877,733	132,186	10,169	247,876	32,499	(845,234)	(96.3%)
Carry Forward to Next Year	461,939	822,390	398,481	1,414,856	1,513,010	1,051,071	227.5%
Total Expenditures	\$37,177,418	\$39,155,940	\$39,403,390	\$39,733,763	\$40,634,431	\$3,457,013	9.3%
Revenues							
State Appropriation	25,080,308	26,119,639	25,466,152	25,787,944	27,154,238	2,073,930	8.3%
Tuition Resident	1,420,165	1,490,152	2,009,138	2,233,445	2,337,093	916,929	64.6%
Tuition Nonresident	7,342,090	7,238,201	7,632,456	8,393,243	8,704,710	1,362,620	18.6%
Fees*	1,582,020	1,596,553	1,611,414	1,587,344	179,193	(1,402,827)	(88.7%)
Other	1,222,122	2,242,854	1,816,331	1,332,822	841,366	(380,757)	(31.2%)
Intragovernmental Transfers	37,293	6,602	45,509	484	2,975	(34,318)	(92.0%)
Carry Forward from Prior Year	493,420	461,939	822,390	398,481	1,414,856	921,436	186.7%
Total Revenues	\$37,177,418	\$39,155,940	\$39,403,390	\$39,733,763	\$40,634,431	\$3,457,013	9.3%

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount & Degrees/Diplomas Conferred



Performance as Compared to Public Peers



North Carolina School of Science and Mathematics

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

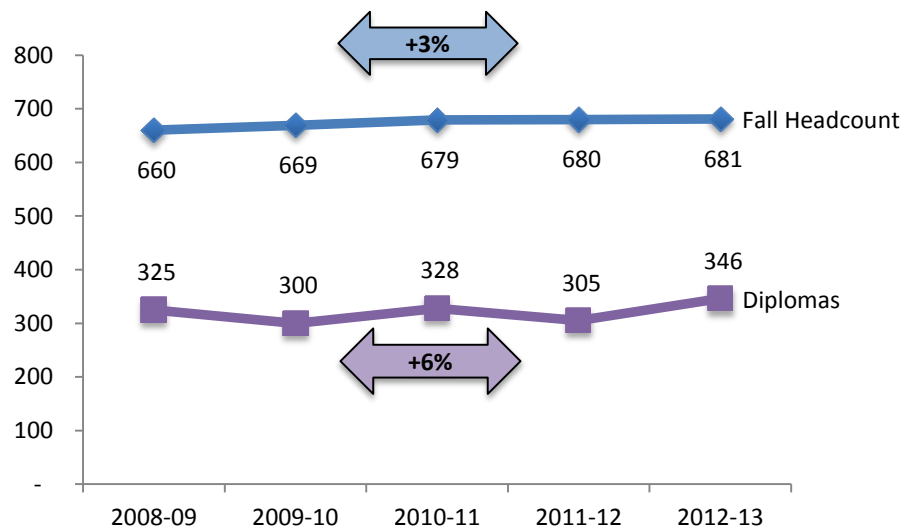
Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	14,428,443	14,882,778	14,712,237	14,597,321	15,500,535	1,072,092	7.4%
General Operating	3,781,348	3,192,086	3,709,731	3,489,282	3,730,646	(50,703)	(1.3%)
Equipment and Capital	565,854	339,603	773,678	311,610	433,533	(132,320)	(23.4%)
Miscellaneous	51,942	23,535	45,479	36,853	191,509	139,567	268.7%
Education Awards	-	-	-	-	19,620	19,620	
Intragovernmental Transfers	-	-	-	246,270	302,643	302,643	
Carry Forward to Next Year	710,121	523,663	-	97,450	5,472	(704,649)	(99.2%)
Total Expenditures	\$19,537,708	\$18,961,665	\$19,241,125	\$18,778,786	\$20,183,958	\$646,250	3.3%

Revenues

State Appropriation	17,885,878	17,560,926	18,025,854	17,680,508	19,189,281	1,303,403	7.3%
Tuition Resident	-	-	-	-	-	-	
Tuition Nonresident	-	-	-	-	-	-	
Fees*	15,966	9,390	14,799	11,199	11,193	(4,773)	(29.9%)
Other	845,878	680,152	612,773	807,585	514,781	(331,097)	(39.1%)
Intragovernmental Transfers	21,041	1,076	64,036	279,494	371,254	350,213	1664.4%
Carry Forward from Prior Year	768,945	710,121	523,663	-	97,450	(671,495)	(87.3%)
Total Revenues	\$19,537,708	\$18,961,665	\$19,241,125	\$18,778,786	\$20,183,958	\$646,250	3.3%

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Fall Headcount and Diplomas Conferred



UNC General Administration

Actual General Fund Expenditures and Revenues, FY 2008-09 to FY 2012-13

Expenditures	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Five-Year Change	
Personnel	27,100,988	22,209,114	22,487,547	20,691,036	20,772,548	(6,328,440)	(23.4%)
General Operating	21,234,183	15,681,940	13,909,326	13,085,220	13,216,702	(8,017,480)	(37.8%)
Equipment and Capital	929,606	1,677,792	1,538,495	1,960,359	1,867,264	937,658	100.9%
Miscellaneous	2,170,339	1,373,186	1,113,160	321,443	347,235	(1,823,105)	(84.0%)
Education Awards	4,341,135	167,300	114,642	159,300	159,300	(4,181,835)	(96.3%)
Intragovernmental Transfers	1,820,194	(116,835)	-	466,261	3,188,964	1,368,771	75.2%
Carry Forward to Next Year	1,007,758	1,857,629	-	1,865,064	956,113	(51,645)	(5.1%)
Total Expenditures	\$58,604,203	\$42,850,126	\$39,163,170	\$38,548,683	\$40,508,126	\$(18,096,076)	(30.9%)
Revenues							
State Appropriation	46,685,120	41,656,940	36,316,801	37,933,060	35,993,760	(10,691,360)	(22.9%)
Tuition Resident	-	-	-	-	-	-	
Tuition Nonresident	-	-	-	-	-	-	
Fees*	-	-	-	-	-	-	
Other	125,955	182,387	53,002	198,690	2,634,293	2,508,338	1991.5%
Intragovernmental Transfers	7,186,877	3,041	935,738	416,933	15,010	(7,171,868)	(99.8%)
Carry Forward from Prior Year	4,606,251	1,007,758	1,857,629	-	1,865,064	(2,741,187)	(59.5%)
Total Revenues	\$58,604,203	\$42,850,126	\$39,163,170	\$38,548,683	\$40,508,126	\$(18,096,076)	(30.9%)

* S.L. 2012-142, Section 9.9 permitted all student fees to be budgeted in Institutional Trust Funds, rather than the General Fund.

Public Records Overview

Joel Curran
Vice Chancellor
Communications and Public Affairs

May 21, 2014



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL



National initiative to promote a dialogue about the importance of open government and freedom of information.

What is a “record?”

The University defines a “public record” as all records created or received in the course of University business, in whatever format, including but not limited to paper, photographs, recordings, emails or digital images, unless an exception applies under federal or state law.

<http://policies.unc.edu/policies/public-records/>

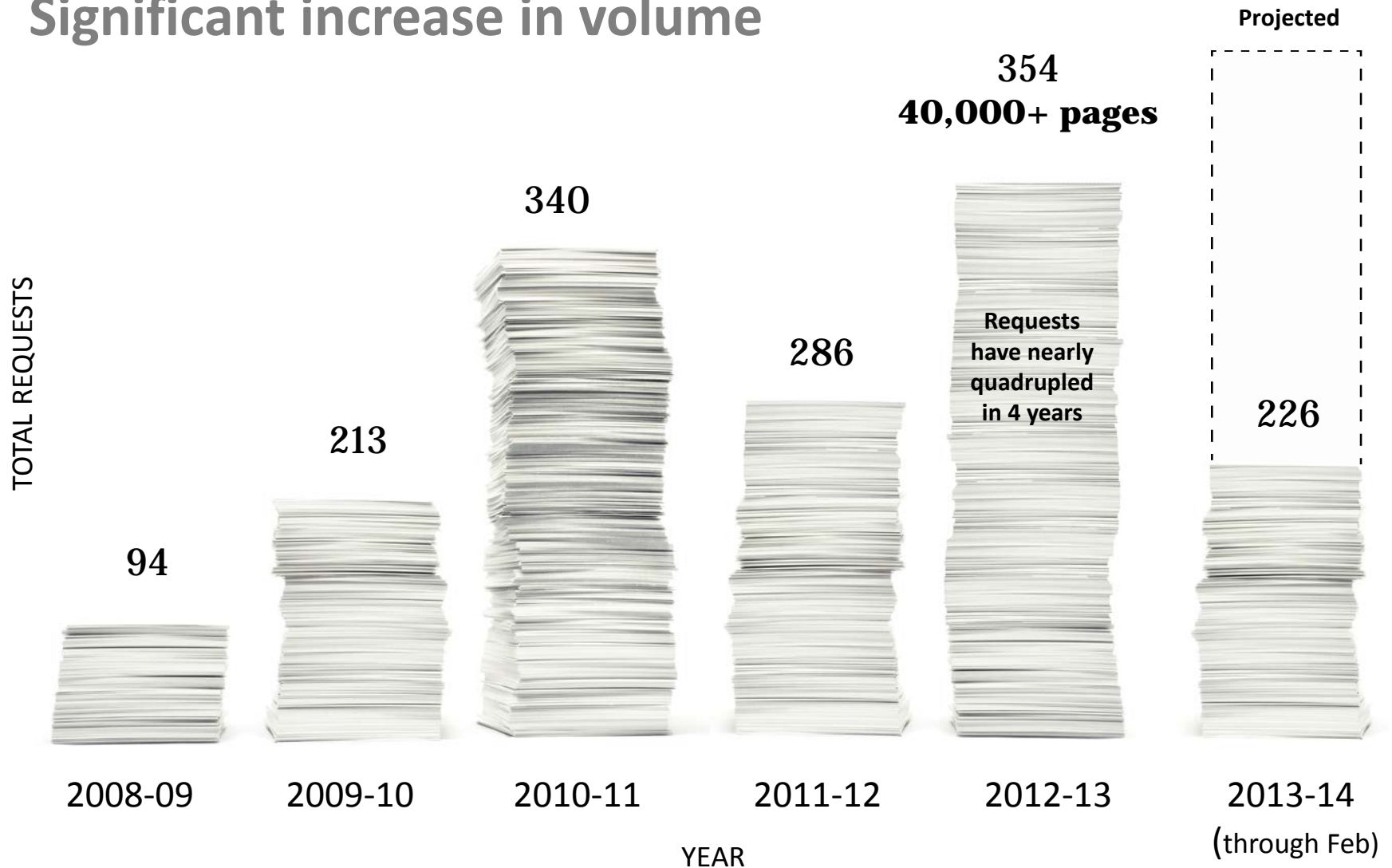
Who makes records requests?

Media, civic groups, policy groups, researchers, faculty, staff, students, general public

Public Records Policy

- North Carolina citizens and members of the North Carolina media are given highest priority.
- General rule: first-in, first-out basis (exceptions are made when deemed essential by the University)
- Records reviewed for compliance with FERPA (Family Education Rights and Privacy Act) and the N.C. State Personnel Act, among other federal and state laws

Significant increase in volume



Public Records Requests

No two requests are the same

Straight-forward: Seeking the public information available for one University employee

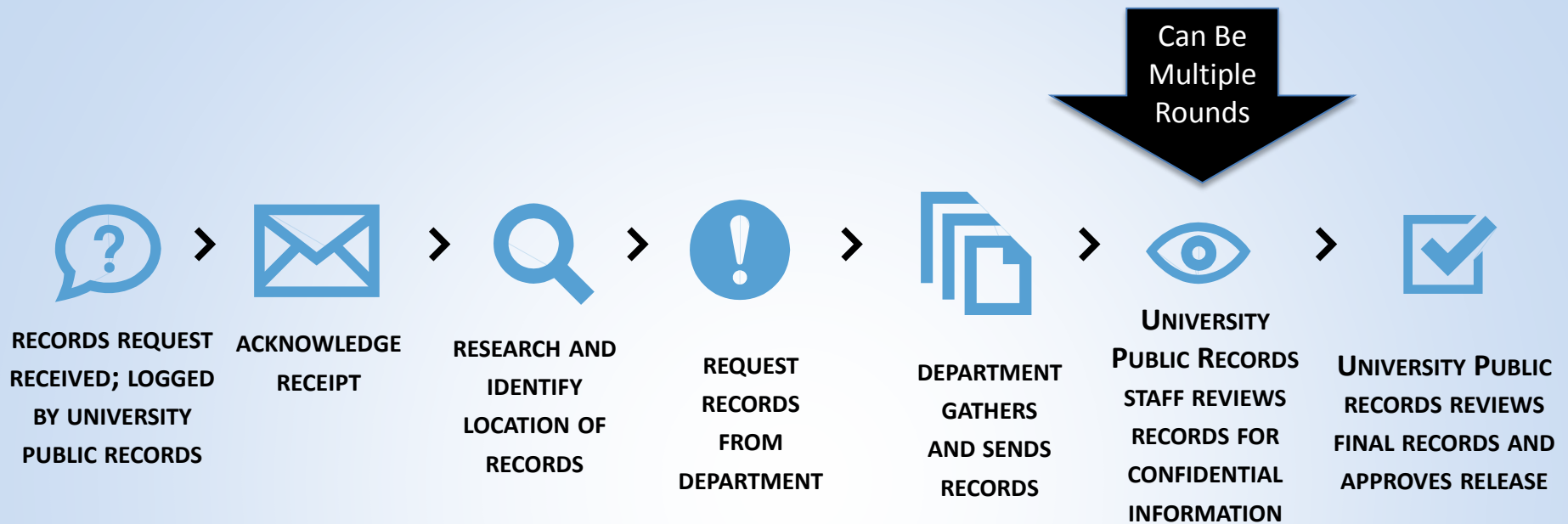
Complex: Seeking sent and received emails for 5 employees in a 6-month time period referencing any of 5 specified words

A single request may contain multiple parts

Example: Requesting a 10-year breakdown of a, b, and c and the expenses related to x, y and z

Public Records Processing

- Dedicated records employees: 9
- \$600,000 per year in personnel costs for UNC-Chapel Hill records team
- Other departments regularly involved (costs not included):
 - Human Resources, Registrar's Office, Athletics, Public Safety and University Relations
- Other University faculty and staff who are subjects of records requests



Complexity + Volume + Speed = Process Time



**UNIVERSITY PUBLIC
RECORDS RELEASES
RECORDS**

How does the N.C. Public Records Law affect you?

- Faculty, staff and (occasionally) students are subject to records requests
 - Emails, documents, phone logs, budgets, expenditures, etc.
- If your records are requested, we will need your help in gathering what is responsive to send to University Public Records office.

Ways to Improve

- Keep requesters informed
- Fill partial requests when possible
- Continue enhancement of I.T. capabilities
- Continue improving team efficiencies

2015 GOALS:

- **Records website**
- **Continue to improve overall efficiencies**
- **More regular communications throughout processing of request**



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Memorandum

To: Innovation and Impact Committee

From: Phil Clay

Date: May 8, 2014

RE: Issues for Discussion at the May Meeting of the Committee

The purpose of this memorandum is to summarize the work of the Innovation and Impact Committee of the UNC Board of Trustees, and to identify tasks and priorities in our continuing work.

The charge to the committee is to advance the goal of using research-generated discoveries by the faculty and ideas generated by members of our academic community to create economic and social impact for the campus and the state. These impacts may result from the commercialization of research output and/or the creation of enterprises and initiatives that advance ideas for solving problems. As a public university, chartered by and for the people of North Carolina, creating and supporting an ecosystem and environment on campus that supports both broad and deep engagement with the state and the world is the outcome we seek and one wholly consistent with our mission as an institution.

The University benefited greatly from the pioneering work on these issues initiated by former Chancellor Holden Thorp. The Innovation Roadmap, published in 2010, outlined a series of opportunities and goals for the University and stimulated initiatives across the campus. That initiative and the activities that followed in the past four years provide a greatly elevated starting point for the work of Innovation and Impact Committee.

This memorandum aims to foster discussion about what the university has learned and put in place in recent years and what remains to be done. Together with notes and materials from the last four meetings of the committee, this memo aims to ground the discussion at the committee meeting on May __. Also, it addresses several questions regarding our effort of transforming our research into innovations and impacts:

1. What is in place and capable of being a resource for our agenda?
 - a. There is broad support from all stakeholders for a larger role for the state and region in entrepreneurship and for universities to take the lead.
 - b. The university has more than \$800 million in annual research and as such already has standing as a first ranked research institution.

- c. Since 2009, the university has put a number of new programs in place, including the Carolina Express License, Carolina Kickstart, and the new services offered by the Frank Hawkins Kenan Institute for Private Enterprise. Strategic investments in the Office of Technology Development have increased its efficiency, effectiveness, and importantly, its sustainability.
 - d. A new \$2 million fund at UNC-CH to support university venture initiatives has been approved.
 - e. There is an evolving set of places and venues on campus and in Chapel Hill where entrepreneurs get together to support each other, to benefit from mentoring and trying out new ideas. Launch, incubation, and accelerator activities are numerous and include mentors, coaches, and active ventures that grew out of these venues. It is important for there to be on campus venues to support exploration and to receive support. The business school and the Kenan Institute are actors in these activities.
 - f. There are faculty, centers, and schools that increasingly model the change the committee aims to promote.
 - g. There is the expectation that UNC leads.
2. What is it that we have learned to date that will help us scope, plan, and manage future efforts?
- a. Despite some initiatives triggered by the Roadmap from 2010 and examples of faculty and centers that model the change we want to see, there is considerable lack of information among faculty about resources available, about how to take the first step in moving from research to applications, and about the necessary collaboration and engagement in order to start an enterprise.
 - b. There is now a convergence of science and technology as a major trend within research universities. UNC is one of the few universities with a mega research volume but without a school of engineering in this convergence era. We have put in place a Department of Applied Sciences and invested in the Department of Biomedical Engineering that is joint with NC State that over time can partially address this shortcoming. The other part of the solution can come from collaborations.
 - c. Our funded research is heavily biomedical, and this is an area for strategic investment in commercialization of technology. We are also very strong in the public health, behavioral, and social sciences, where research is less likely to be commercialized.
 - d. Surveys show that the faculty does think about how their results can be used. The question is: what is the best activator of faculty initiative for research translation? The surveys also show the knowledge is uneven and not “top of mind.” This includes openness to taking risks and engaging venture and corporate players.

3. What remains to be explored by the committee?

- a. While we have a large volume of research underway on campus, our commercialization metrics fall short of those of our peer universities. This is partly due to the composition of our portfolio, which is heavily weighted toward basic research, in addition to having a substantial showing in disciplines such as behavioral and social sciences where the commercialization potential is low. There is, however, much room for improvement. Critically, results from much of our research do not translate to applications without some additional work on the part of faculty. This takes time, has some associated costs, and involves risks. What is the translation infrastructure required for this?
- b. We need to update our exploration of best practices in other states both with respect to the research ventures and the interface between the university and the state, and between the university and industry. Specifically a number of states including California, Massachusetts, Arizona, Michigan, and Connecticut are putting in place or have put in place strategies that tie the state's activities to the research of their universities, including state investments aimed at promoting jobs.
- c. There are also growing collaborations on research applications with the philanthropic and nonprofit communities including critical areas of health and medicine. As federal funds are reduced, these sources become more important as does corporate research.
- d. What does an innovation agenda in research mean for educational programs, student activities, alumni relations, town-gown relations, etc.? Over the past four or five years, UNC has developed outstanding programs for students, including the entrepreneurship minor and courses provided through the Business School. The town and region are developing new incubation and acceleration spaces. How does research connect?
- e. We have only just begun to explore how to tie UNC, North Carolina State, Duke North Carolina Central, and the Research Triangle Park together with local industries to create a broad infrastructure. Major research is driven by collaborations both to share facilities and talent. As research initiatives are identified, does it make sense to develop shared facilities with NCSU or others? How do we identify and then remove, lower, or alter barriers to collaborations and insert positive incentives and support? Are there cultural or other barriers to address? Who leads this effort?
- f. We need to revisit Carolina North in light of developments since the original plan and the recession. Does the enterprise model still hold up for our innovation agenda? Are there additional roles that the acreage allows?
- g. UNC has a global brand. Among our research peers, academic collaborations are increasingly international. Access to interesting problems, partners and resource opportunities beckon. What are the

- low hanging fruit for leveraging the UNC brand? (Water, for example, is one of our signature research areas as well as a major global topic in health, technology, law, etc.)
- h. How does an innovation agenda relate to a university campaign? What are the synergies? Tensions?
 - i. How can we better tell the story of impact?
4. What are the challenges to be overcome?
- a. What is the structure of the senior administration team for leading the innovation effort? What is the role of other senior officers, deans, etc.? How is the faculty mobilized for various roles? What are the eventual governance issues?
 - b. How do we combine the three domains in which research and education take place – real, virtual, and connected? What are the venture opportunities in education?
 - c. A thrust that highlights an innovation and entrepreneurship agenda requires a cultural shift at UNC. This is already underway. What are the opportunities, frictions, and challenges evident from the last 3-5 years' experience?
 - d. How do we engage the venture community in support of an innovation agenda? What do we want to know from them? What are the risks and cautions?
 - e. How can we, as an institution, most effectively and seamlessly engage with corporate partners whether for technology transfer, research or workforce needs?
 - f. How do we communicate our intentions and frame value to the University community and the public?
 - g. What are the unique problems of a public university in advancing an agenda which is most elaborated in mainly private institutions or in states with an aggressive innovation agenda?
 - h. What resources are needed to kick-start and sustain an innovation agenda for at least five years? What is the source(s)?
5. What is to be done? Where do we go from here? Listed below are some options for the work of the committee and the administration. I imagine that some combination would be appropriate.
- a. A working paper that addresses selected questions above. To be prepared over the summer.
 - b. A Fall 2014 Workshop Series where the outsiders are invited in present and discuss. Meetings or time allocation to overlap BOT meetings. Invite outsiders, potential partners, etc. Examine models such as APLU's Innovation and economic Prosperity Universities Program, for organized and structured engagement with North Carolina corporate, economic development and community interests.

- c. A more focused agenda for fall committee meetings to hear administration proposals.
- d. A 5-year plan of action prepared by January 2015.

MEMORANDUM

TO: Board of Trustees

From: Carol L. Folt

RE: Board of Visitors: Class of 2018 Nominations

DATE: May 15, 2014

The following people have agreed to serve on the UNC Board of Visitors, with your final approval at the May meeting:

Name	City	State
F. Vincent Allison III	Durham	NC
Peter A. Bowles	Richmond	VA
Clay Baker Burleson	Charlotte	NC
Virginia Cardenas	Raleigh	NC
Dockery Clark	Charlotte	NC
John H. Coffman	Greenville	NC
Marcus Curry	Holly Springs	NC
Thomas Francis Darden III	New Orleans	LA
Rob Edwards	Charlotte	NC
Brian Keith Ellerby	Raleigh	NC
John Fennebresque	Charlotte	NC
Joseph C. Frierson III	Athens	GA
Jim Fulghum	Raleigh	NC
Rex Fuqua	Atlanta	GA
Cecil Harrison	Raleigh	NC
Sam Hayes	Alexandria	VA
Jennie Jarrell Hayman	Raleigh	NC
Leon Walker Herndon	Hillsborough	NC
Michael Brian Holder	Dallas	TX
L. Worth Holleman	Greensboro	NC
John Horne	Laurinburg	NC
Gray Hutchinson, Jr.	Raleigh	NC
Nell Pollard Johnson	Winston-Salem	NC
Michael C. Lunsford	Bainbridge Island	WA
Kevin J. Martin	Washington	DC
William Stanley Mills	Durham	NC
Thomas Owen Moore	Winston-Salem	NC
Sam O'Briant	John's Creek	GA
Bailey Patrick	Charlotte	NC

Jean Mitchell Salisbury	Charlotte	NC
James Baker Shuford	Charlotte	NC
Kenneth Gaines Smith	San Francisco	CA
Michael Stutts	Dallas	TX
Margaret Ullrich	Charlotte	NC
Cathy Harper Watts	Los Angeles	CA
Christopher Lee Woody	Raleigh	NC

Pending your approval, Richard Margerison of Dallas, Texas has agreed to serve as chair and N.Thompson Long of Fox Point, Wisconsin has agreed to serve as vice chair

The University of North Carolina at Chapel Hill
EXECUTIVE SUMMARY
Board of Trustees
May 12, 2014

ATTACHMENT L

Appendix A

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Tenure Request Reason	Effective Date	Salary
Personnel Actions								
New Appointments without Tenure								
1	Health Affairs	Sandra Albrecht	Nutrition	N/A	Assistant Professor	N/A	4/1/2014	\$92,000
2	Academic Affairs	Cameron Ballard-Rosa	Political Science	N/A	Assistant Professor	N/A	7/1/2014	\$80,000
3	Academic Affairs	Dong Hoo Kim	Journalism & Mass Communications	N/A	Assistant Professor	N/A	8/1/2014	\$71,000
4	Academic Affairs	Daniel Matute	Biology	N/A	Assistant Professor	N/A	7/1/2014	\$75,000
5	Academic Affairs	Katie Striley	Communication Studies	N/A	Instructor with Special Provision	N/A	7/1/2014	\$66,000
6	Health Affairs	Justin Trogon	Health Policy & Management	Visiting Associate Professor	Associate Professor	N/A	6/1/2014	\$135,000
7	Health Affairs	Jessica Zegre Hemsey	Nursing	Visiting Assistant Professor	Assistant Professor	N/A	7/1/2014	\$74,300
8	Academic Affairs	Lisa Villamil	Journalism & Mass Communications	N/A	Assistant Professor	N/A	7/1/2014	\$76,500
Addition of Joint Appointment without Tenure								
0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Promotion to Full Professor								
1	Health Affairs	Shawn Ahmed	Genetics	Associate Professor	Professor	N/A	7/1/2014	\$112,200
2	Academic Affairs	Patrick Davison	Journalism & Mass Communications	Associate Professor	Professor	N/A	7/1/2014	\$83,897
3	Health Affairs	Mark Heise	Genetics	Associate Professor	Professor	N/A	7/1/2014	\$126,522
4	Health Affairs	Karen Mohlke	Microbiology & Immunology	Associate Professor	Professor	N/A	7/1/2014	\$133,733
5	Academic Affairs	Seth Noar	Journalism & Mass Communications	Associate Professor	Professor	N/A	7/1/2014	\$97,864
6	Health Affairs	Peadar Noone	Medicine	Associate Professor	Professor	N/A	6/1/2014	\$183,661
7	Academic Affairs	Yan Song	City and Regional Planning	Associate Professor	Professor	N/A	7/1/2014	\$102,000
8	Health Affairs	Suzanne Thoyre	Nursing	Associate Professor	Professor	N/A	7/1/2014	\$119,681
Reappointments to the same Rank								
1	Health Sciences	Christy Avery	Epidemiology	Assistant Professor	Assistant Professor	N/A	7/1/2015	\$100,012
3	Academic Affairs	James Cahoon	Chemistry	Assistant Professor	Assistant Professor	N/A	7/1/2015	\$76,000
4	Academic Affairs	Yosuke Kanai	Chemistry	Assistant Professor	Assistant Professor	N/A	7/1/2015	\$76,000
5	Health Affairs	Samuel Lai	Pharmacy	Assistant Professor	Assistant Professor	N/A	9/1/2014	\$115,240
6	Health Sciences	Timothy Zagar	Radiation Oncology	Assistant Professor	Assistant Professor	N/A	7/25/2015	\$240,000
Designation/Reappointments to Departmental Chair								
1	Academic Affairs	Kenneth Andrews	Sociology	Professor	Chair	N/A	7/1/2014	\$94,000
2	Health Sciences	Carolyn Halpern	Maternal and Child Health	Professor	Interim Department Chair	N/A	7/1/2014	\$154,876
3	Academic Affairs	Bernie Herman	American Studies	Distinguished Professor	Chair	N/A	7/1/2014	\$178,850
4	Academic Affairs	Wayne Lee	Peace, War & Defense	Chair	Chair	N/A	7/1/2014	\$96,642
5	Academic Affairs	Douglas Wright	Naval Science	Chair	Chair	N/A	7/1/2014	* 0
Designation/Reappointments to Distinguished Professorship								

The University of North Carolina at Chapel Hill
EXECUTIVE SUMMARY
Board of Trustees
May 12, 2014

Appendix A

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Tenure Request Reason	Effective Date	Salary
1	Academic Affairs	Mary Floyd- Wilson	English & Comparative Lit.	Professor	Bowman & Gordon Gray Distinguished Term Professor	N//A	7/1/2015	\$95,859
2	Health Sciences	Gerald Hladik	Medicine	Doc J Thurston Distinguished Term Professor	Doc J Thurston Distinguished Term Professor	N//A	6/1/2014	\$240,872
3	Academic Affairs	Mark Katz	Music	Professor, Chair	Distinguished Professor	N//A	7/1/2014	\$90,300
4	Academic Affairs	Matthew Kotzen	Philosophy	Associate Professor	Bowman & Gordon Gray Distinguished Term Associate Professor	N//A	7/1/2014	\$85,242
5	Academic Affairs	Wayne Lee	History	Distinguished Term Professor	Distinguished Term Professor	N//A	7/1/2014	\$96,642
6	Academic Affairs	Lisa Lindsay	History	Associate Professor	Bowman & Gordon Gray Distinguished Term Associate Professor	N//A	7/1/2015	\$99,134
7	Academic Affairs	Theodore Shaw	School of Law	N/A	Distinguished Professor	N//A	7/1/2014	\$212,000
8	Academic Affairs	Marcey Waters	Chemistry	Professor	Bowman & Gordon Gray Distinguished Term Professor	N//A	7/1/2014	\$122,958

Actions Conferring Tenure

Promotion Conferring Tenure								
1	Health Affairs	Kristina Abel	Microbiology & Immunology	Assistant Professor	Associate Professor	Promotion to tenured associate professor based on excellence in research.	6/1/2014	\$127,000
2	Health Affairs	Beth Black	Nursing	Assistant Profesor	Associate Professor	Has demonstrated expertise in teaching. Has integrated her teaching with her research and service.	7/1/2014	\$67,430
3	Academic Affairs	Gary Cuddleback	School of Social Work	Assistant Professor	Associate Professor	Promotion to tenured associate professor based on high standards and enthusiasm in teaching, research and service.	7/1/2014	\$78,026
4	Academic Affairs	James Markham	School of Government	Assistant Professor	Associate Professor	Promotion to tenured associate professor based on exceeding the standard of excellence requirements in teaching, advising and research.	7/1/2014	\$90,965
5	Academic Affairs	Evyatar Marienberg	Religious Studies	Assistant Professor	Associate Professor	Promotion to tenured associate professor based on proving to be a strong colleague, committed teach and mentor, and a vibrant and productive scholar, recognized internationally.	7/1/2014	\$70,840

New Appointments Conferring Tenure								
1	Academic Affairs	Robert Hummer	Sociology	N/A	Distinguished Professor	N//A	7/1/2015	\$215,000
2	Health Sciences	Stephen Hursting	Nutrition	N/A	Professor	N//A	6/1/2014	230000

Addition of Joint Appointment Conferring Tenure							
0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
41 Total							

The University of North Carolina at Chapel Hill
EXECUTIVE SUMMARY
Board of Trustees
May 12, 2014

Appendix A

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Tenure Request Reason	Effective Date	Salary
Corrections								
1	Health Sciences	William Miller	Medicine Epidemiology	Associate Professor Associate Professor	Professor Professor	N//A	6/1/2014 6/1/2014	\$185,480
2	Health Sciences	Saskia Neher	Biochemistry & Biophysics	Assistant Professor	Assistant Professor	N//A	3/25/2015	\$100,000
3	Health Sciences	Lixin Song	Nursing	Assistant Professor	Assistant Professor	N//A	7/1/2015	\$71,200

* Douglas Wright's salary is paid by U.S. Navy.

The University of North Carolina at Chapel Hill

EXECUTIVE SUMMARY

Board of Trustees

May 12, 2014

Appendix B

No.	College/Division	Name	Department/School	Rank	Reason	Requested Increase Amount	Percent of Increase	Current Salary	New Salary	Effective Date
Compensation Actions						<small>* Available funding for each action has been confirmed by the appropriate Department and School/Division management officials to support the proposed salary increase. Upon implementation, specific funding sources are reviewed and approved at the Department level, as well as by the applicable University Central financial offices, including the University Budget Office and the Office of Sponsored Research for grant funded salaries.</small>				
1	Academic Affairs	Victoria Bautch	College of Arts and Sciences	Professor/Chair/Director	Increase to base for appointment as Distinguished Professor	\$15,000	17.35%	\$171,017	\$186,017	7/1/2014
2	Health Affairs	Susan Blalock	School of Pharmacy	Professor	Increase for internal pay alignment	\$19,574	15.92%	\$137,494	\$157,068	6/1/2014
3	Health Affairs	Debra Bynum	School of Medicine	Clinical Associate Professor	Addition of stipend for new administrative role as Director of the Residency Program	\$36,500	22.83%	\$176,000	\$212,500	6/1/2014
4	Health Affairs	Blossom Damania	School of Medicine	Professor	Increase to stipend for new administrative appointment as Assistant Dean for Research	\$25,000	19.13%	\$183,000	\$218,000	6/1/2014
5	Academic Affairs	Kelly Hogan	College of Arts and Sciences	Senior Lecturer	Increase to base and stipend due to promotion to Senior STEM Lecturer through an open competitive search	\$15,550	27.30%	\$56,950	\$72,500	7/1/2014
6	Health Affairs	Xi-Ping Huang	School of Medicine	Research Associate	Promotion from EPA NF role to Research Assistant Professor role	\$14,423	22.00%	\$65,557	\$79,980	6/1/2014
7	Academic Affairs	Kevin Jeffay	College of Arts and Sciences	Professor	Increase based on new administrative appointment as Dept Chair	\$26,405	14.41%	\$183,225	\$209,630	7/1/2014
8	Academic Affairs	Lisa Lindsay	College of Arts and Sciences	Associate Professor and Abbey Fellow	Increase to stipend for new administrative role as Director of Undergraduate Studies in the History dept	\$11,000	12.07%	\$99,134	\$102,134	5/1/2014
9	Academic Affairs	Laurie McNeil	College of Arts and Sciences	Professor	Increase to base for appointment as Distinguished Professor	\$15,000	11.14%	\$134,603	\$149,603	7/1/2014
10	Health Affairs	Jennifer Poti	School of Public Health	Research Assistant	Promotion from EPA NF role to Research Assistant Professor role	\$56,968	258.57%	\$22,032	\$79,000	7/1/2014
11	Academic Affairs	Mitchell Prinstein	College of Arts and Sciences	Distinguished Term Professor	Increase to base for appointment as Distinguished Professor	\$15,000	11.43%	\$131,256	\$146,256	7/1/2014
12	Academic Affairs	Roberto Quercia	College of Arts and Sciences	Department Chair	Increase to base for appointment as Distinguished Professor	\$15,000	23.45%	\$164,000	\$179,000	7/1/2014
13	Academic Affairs	Daniel Sherman	College of Arts and Sciences	Professor	Increase to base for appointment as Distinguished Professor	\$15,000	12.76%	\$117,530	\$132,530	7/1/2014
14	Academic Affairs	Blaire Steinwand	College of Arts and Sciences	Visiting Lecturer	Promotion from part-time, temporary appointment to full-time permanent appointment	\$58,000	163.64%	\$22,000	\$58,000	7/1/2014
15	Health Affairs	Jenny Ting	School of Medicine	Distinguished Professor	Increase to retain Dr. Ting, who is being recruited by another University, as she has been a major figure in the growth of the Lineberger Cancer Center, the School of Medicine, and the University	\$156,408	59.34%	\$264,000	\$420,000	6/1/2014
16	Academic Affairs	Karl Umble	School of Public Health	Distance Learning Specialist	Promotion from EPA NF role to Clinical Assistant Professor	\$25,030	31.30%	\$79,970	\$105,000	6/1/2014
17	Academic Affairs	Milada Vachudova	College of Arts and Sciences	Associate Professor	Increase to salary and stipend based on new administrative appointment as Dept Chair	\$18,000	18.37%	\$98,000	\$116,000	7/1/2014
18	Academic Affairs	Adam Versenyi	College of Arts and Sciences	Professor	Increase to salary and stipend based on new administrative appointment as Dept Chair	\$33,582	34.47%	\$98,418	\$131,000	6/1/2014
Total						Monetary Value of Non-Salary Compensation	Duration of Non-Salary	Effective Date	End Date	

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

University of North Carolina at Chapel Hill
Board of Trustees
EXECUTIVE SUMMARY (EPA Non-Faculty)
Meeting Date: 05/22/14

Compensation Actions

No.	College/Division	Name	Department/School	Rank/Title	Reason	Requested Increase \$\$	Requested Increase %	June 30 Salary	Current Salary	Proposed Salary	Effective Date
1	School of Public Health	Chris Anderson	Nutrition	Director of Departmental Finance & Administration - Nutrition	This is a promotion resulting from an open, competitive, external recruitment where there were 44 applicants, and 8 candidates were interviewed. Current duties include responsibility for administration, fiscal management, strategic development, and human resources planning for the Collaborative Studies Coordinating Center (CSCC) the Department of Biostatistics. New duties include serving as director of finance and administration for the Department of Nutrition; ensuring compliance with relevant external and University policies; oversight of departmental administrative staff and services; serving as a liaison with school administration and other business units; partnering and collaborating with the school's business, IT, and student services staff, and with the associate dean for business and administration. The proposed salary is the minimum of the salary range and results in a market index of 77%. As part of this promotion, Mr. Anderson received a 9.9% increase effective 4/1/2014.	19,800	27.50	\$72,000.00	\$79,128.00	\$91,800.00	5/1/2014
2	School of Government	Kelley O'Brien	School of Government	Director for Strategy and Innovation	Position is being reallocated to a higher level due to additional duties. Current duties include developing policies and providing support for School centers; carrying out special projects under the direction of the dean and developing ideas and programs for promoting a culture of innovation within the School. Additional duties include overseeing initiatives that improve the School's services to internal and external stakeholders and aiding in the advancement of collaborative opportunities, as well as serving on the dean's senior management team and Advisory Council. The proposed salary is 74% of the market rate for positions at this level. There are no comparable positions within the school, so there are no equity issues present.	10,572	12.00	\$88,098.00	\$88,098.00	\$98,670.00	5/1/2014

University of North Carolina at Chapel Hill

Board of Trustees

EXECUTIVE SUMMARY (EPA Non-Faculty)

Meeting Date: 05/22/14

3	Arts & Sciences	Maximilian Owre	Humanities & Human Values	Executive Director	Position is being reallocated to a higher level due to duties added as a result of the elimination of the full-time Director position. Current duties include designing and developing seminars, speaking on behalf of the program, serving on committees, and seeking outside funding for the program. Additional duties include program management, developing new initiatives to integrate undergraduates, overseeing production of written and electronic communications, and supervising a staff member. The request results in a market index of 96%. There are no comparable positions within the work unit, so no equity issues are present.	11,850	24.61	\$48,150.00	\$48,150.00	\$60,000.00	5/1/2014
4	VC Research	Jacqueline Quay	Office of Technology Development	Deputy Director	Position is being reallocated to a higher level <u>and</u> in that higher level position, the employee is also being given additional duties to serve as interim director as the result of a failed national search for a director. Current duties include technology transfer activities and supervision of Office of Technology Development (OTD) SPA staff. Additional duties as part of the promotion include overseeing day-to-day operations; development and implementation of policy and procedures; management of the technology transfer operations of the department; providing technical leadership; and oversight and supervision of the OTD professional staff. A \$20,000 salary supplement is requested per year to be removed the earlier of 12/31/14 or the date a permanent director is hired. The request results in a market index of 84%. There are no equity issues.	20,000	14.02	122,640	142,640	162,640	5/1/2014
5	School of Public Health	Marissa Streyle	Health Affairs - Environmental Sciences & Engineering	(EPA NF) Director of Networking and Partnerships	This SPA position is being converted to EPA Non-Faculty due to additional duties. As part of the SPA to EPA conversion process, the University's Equal Opportunity Office has approved a waiver. Current duties include supporting specific research projects related to policy for water, sanitation, and hygiene; database development and maintenance; publications editing; and serving as communication liaison. Additional duties include project management, development of protocols and strategies, research planning, project oversight, and serving as liaison to internal and external stakeholders. The proposed increase does not cause any equity issues.	6,627	15.00	44,180	44,180	50,807	5/1/2014

University of North Carolina at Chapel Hill
Board of Trustees
EXECUTIVE SUMMARY (EPA Non-Faculty)
Meeting Date: 05/22/14

College of Arts & Sciences	Andre' Williams	Arts & Sciences Foundation	Associate Director of Development	This is a promotion resulting from an open, competitive, external recruitment where there were 19 applicants, and 10 candidates were interviewed. Current duties include recruiting prospective students and families to be a part of the University football program. New duties include responsibility for the identification, cultivation, and solicitation of major gift prospects for the College of Arts and Sciences. The proposed salary creates no equity issues, is commensurate with other similarly-situated employees in the work unit, and results in a market index of 73%.	7,640	12.49	\$61,160.00	\$61,160.00	\$68,800.00	5/1/2014
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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	None										
2											

Information Items											
1	None										