



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

### MEMORANDUM

**TO:** Members of the Board of Trustees  
**FROM:** Carol L. Folt *CLF*  
**RE:** Mail Ballot  
**DATE:** October 21, 2015

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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:

EPA Faculty Compensation & Tenure Actions

Attachment A

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**

**EXECUTIVE SUMMARY**

**Board of Trustees**

**October 22, 2015**

**Appendix A**

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Tenure Request Reason	Effective Date	Salary
<b>Personnel Actions</b>								
<b>New Appointments without Tenure</b>								
0								
<b>Addition of Joint Appointment without Tenure</b>								
0								
<b>Promotion to Full Professor</b>								
0								
<b>Reappointments to the same Rank</b>								
1	Academic Affairs	Rosa Tamara Branca	Physics & Astronomy	Assistant Professor	Assistant Professor		1/1/2017	\$103,980.00
2	Health Affairs	Samir Kelada	Genetics	Assistant Professor	Assistant Professor		9/1/2016	\$134,090.00
<b>Designation/Reappointments to Departmental Chair</b>								
1	Health Affairs	Jane Brice	Emergency Medicine	Professor	Chair		7/1/2015	\$410,180.00
<b>Designation/Reappointments to Distinguished Professorship</b>								
1	Health Affairs	Mauricio Castillo	Radiology	Distinguished Professor	James H. Scatliff Distinguished Professor		10/23/2015	\$325,000.00
2	Health Affairs	Paul Godley	Medicine	Professor	Rush S. Dickson Distinguished Professor		12/1/2015	\$229,900.00
3	Health Affairs	William Kim	Medicine	Associate Professor	Rush S. Dickson Distinguished Associate Professor		12/1/2015	\$216,600.00
<b>Actions Conferring Tenure</b>								
<b>Promotion Conferring Tenure</b>								
1	Health Affairs	Cheryl Giscombe	Nursing	Assistant Professor	Associate Professor	Promotion based on excellence in research and strong records of service and teaching	1/1/2016	\$115,609.00
2	Health Affairs	Garret Stuber	Psychiatry/Cell Biology & Physiology	Assistant Professor	Associate Professor	Promotion based on excellence in research	11/20/2015	\$135,797.00
<b>New Appointments Conferring Tenure</b>								
1	Health Affairs	Deborah Givens	Allied Health Sciences	Nominated Professor	Professor	Promotion based on excellence in clinical scholarship	11/1/2015	\$128,000.00
2	Health Affairs	Arti Pandya	Pediatrics	Nominated Associate Professor	Associate Professor	Promotion based on excellence in clinical scholarship	11/1/2015	\$204,000.00
<b>Addition of Joint Appointment Conferring Tenure</b>								
0								
<b>Corrections</b>								
1	Health Affairs	Yanguang Cao	Eshelman School of Pharmacy	N/A	Assistant Professor		10/1/2015*	
2	Health Affairs	Daniel Crona	Eshelman School of Pharmacy	N/A	Assistant Professor		10/1/2015*	

**The University of North Carolina at Chapel Hill**  
**EXECUTIVE SUMMARY**  
**Board of Trustees**  
**October 12, 2015**

**Appendix B**

No.	College/Division	Name	School	Department	Rank	Reason	Requested Amount of Increase **	Percent of Increase **	June 30 Salary	Current Salary	New Salary	Effective Date
<b>Compensation Actions</b>							** Based on cumulative increase(s) to 6/30 salary					
1	Health Affairs	Emma Allott	Public Health	Nutrition	Post Doc Research Associate	Increase due to new faculty appointment as Research Assistant Professor via external competitive event	\$28,000	54.90%	\$51,000	\$51,000	\$79,000	10/19/2015
2	Academic Affairs	Robert Anderson	Arts and Sciences	Romance Studies	Lecturer	Increase due to new secondary administrative appointment as Language Across the Curriculum (LAC) Program Coordinator	\$15,000	33.33%	\$45,000	\$45,000	\$60,000	1/1/2016
3	Health Affairs	Julie Marchesan	Dentistry	Periodontology	Post Doc	Increase due to new faculty appointment as Research Assistant Professor via external competitive event	\$31,000	56.36%	\$55,000	\$55,000	\$86,000	11/1/2015
4	Health Affairs	Terry Noah	Medicine	Pediatrics	Professor	Increase due to new secondary administrative appointment as Division Chief for Pediatric Pulmonology	\$30,495	12.20%	\$249,903	\$260,398	\$280,398	12/1/2015
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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
<b>Non-Salary Compensation Actions</b>									
0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NA



THE UNIVERSITY  
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at CHAPEL HILL

**CAROL L. FOLT**  
*Chancellor*

103 SOUTH BUILDING  
CAMPUS BOX 9100  
CHAPEL HILL, NC 27599

T 919.962.1365  
F 919.962.1647  
carol.folt@unc.edu

## Mail Ballot

### Board of Trustees

**October 21, 2015**

Chancellor Carol Folt submits for your review and approval the EPA Faculty personnel salary and compensation actions as recommended for October 2015. This mail ballot will be approved as part of the consent agenda at the Full Board meeting on Thursday, November 19, 2015.

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

	Approve	Disapprove
EPA Faculty Salary Increases and Tenure Promotions (Attachment A)	<input type="checkbox"/>	<input type="checkbox"/>

Signature\_\_\_\_\_

Printed Name\_\_\_\_\_

Date\_\_\_\_\_

Please fax to TJ Scott at (919) 962-1647 or email at [tj\\_scott@unc.edu](mailto:tj_scott@unc.edu)

This ballot was approved by majority vote on October 23, 2015 by the following trustees: Dwight Stone, Haywood Cochrane, Chuck Duckett, Lowry Caudill, Julia Grumbles, Bill Keyes, Allie Ray McCullen, Ed McMahan, and Houston Summers.



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

**CAROL L. FOLT**  
*Chancellor*

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CHAPEL HILL, NC 27599

T 919.962.1365  
F 919.962.1647  
carol.folt@unc.edu

TO: Members of the Board of Trustees

FROM: Carol L. Folt

RE: Personnel Mail Ballot

DATE: October 28, 2015

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You have authorized me to poll you by mail ballot concerning personnel matters which require the immediate attention of the Board.

I am seeking approval to appoint Dr. Kevin Guskiewicz as Dean of the College of Arts and Sciences. The appointment is effective January 1, 2016. Attached is the formal offer letter and a copy of Dr. Guskiewicz's CV.

Please complete the attached mail ballot and return to TJ Scott at your earliest convenience.



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

OFFICE OF THE EXECUTIVE VICE CHANCELLOR  
AND PROVOST

104 SOUTH BUILDING  
CAMPUS BOX 3000  
CHAPEL HILL, NC 27599-3000

T 919.962.2198  
F 919.962.1593

October 26, 2015

Kevin M. Guskiewicz, PhD  
College of Arts and Sciences  
205 South Building, CB #3100  
UNC Chapel Hill 27599-3100

Dear Dr. Guskiewicz:

I am pleased to write this letter to request your permission to put your name forward for the position of Dean of the College of Arts and Sciences at The University of North Carolina at Chapel Hill on the terms and conditions outlined herein. Subject to the approval of the Board of Trustees, your appointment will be effective January 1, 2016.

Your initial twelve month salary will be \$302,500 which includes your \$23,500 professorship stipend, plus a \$40,000 administrative supplement for the Dean's position, for a total of \$342,500 annual salary. Your salary will be reviewed at least annually, subject to the compensation policies of the Board of Trustees and Board of Governors. Your appointment will report to the Chancellor with administrative assignment to the Executive Vice Chancellor and Provost, and you will be a member of the Chancellor's Cabinet. This will be an "at will" appointment of indeterminate length with a review every five years and subject to continuation or discontinuation at the discretion of the Chancellor.

You will have a reserved parking space subject to the usual costs for parking on campus. You will receive two season tickets to the men's football and men's basketball games. The basketball tickets will be in the Ring Section where the other deans are positioned. Please note that the tickets are considered taxable income.

This appointment is subject to the "Employment Policies for EPA Non-faculty Tier I Senior Academic and Administrative Officer Employees of the University of North Carolina at Chapel Hill" as originally adopted and as they may be periodically revised from time to time. According to the Policies, you will be entitled to 26 days of annual leave per year. Sick leave is earned at the rate of 1 day per month or 12 days per year. On December 31 of each year, any annual leave accrued in excess of 30 days will automatically be converted to sick leave. There is no limit to the amount of sick leave you may accrue. The full Policies are available for reference online at <http://hr.sites.unc.edu/files/2012/11/Employment-Policies-for-EPA-Non-Faculty%20Tier-I-SAAO.pdf>.

This appointment is contingent upon the successful completion of the required Background Check.

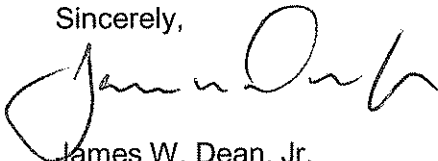
Kevin M. Guskiewicz  
October 26, 2015  
Page 2

You will maintain your tenured faculty position as distinguished professor in the Department of Exercise and Sports Science. At the end of your deanship, you will retreat to your tenured faculty appointment in accordance with the provisions of the "Separation and Retreat Policy for Senior Academic and Administrative Officers (as Amended, 05/02/2010) available for reference online at <http://hr.unc.edu/policies-procedures-systems/epa-non-faculty-employee-policies/appointment-and-end-of-appointment/separation-and-retreat-policy-for-senior-academic-and-administrative-officers/> . To determine your base salary when you return to a faculty position, your 12-month salary at the time (excluding your distinguished professorship stipend), minus the administrative supplement, will be divided by 12 and multiplied by 9. Your professorship salary will remain subject to the conditions of its award and duration.

I look forward with great enthusiasm to our working together and offer congratulations to you. As we have discussed, I realize the importance of sustaining your research program and the need to engage a postdoctoral fellow to ensure its continued progress. We will discuss the funding model for this postdoc soon.

If you agree to these terms, please sign and return this copy of the letter at your earliest convenience. We can then move forward with the first phase of the approval process with our Board of Trustees.

Sincerely,



James W. Dean, Jr.  
Executive Vice Chancellor and Provost

Enclosure: Employment Policies for EPA Non-faculty Tier I SAAO Employees  
Form AP-2a (Non-faculty)

Acknowledgement and Acceptance by Appointee:

  
Name

10-27-15  
Date

cc: Personnel File  
EPA Non-faculty Human Resources

FACULTY APPOINTEE CERTIFICATIONS AND  
CONDITIONS OF EMPLOYMENT (PAGE 1 OF 3 PAGES)

Appointee's Full Name:	KEVIN MICHAEL GUSKIEWICZ
Primary Rank Title:	Dean
Base Department / Name:	College of Arts & Sciences

In order to receive an appointment with the University of North Carolina at Chapel Hill, you must agree to the following conditions of employment:

1. Federal law requires each new employee to complete the "Employee Information and Verification" section of the Federal Immigration Service Form I-9 and to submit certain original documents for examination in order to verify and certify identification and employment eligibility. The University requires the completion of these requirements no later than three (3) business days of the employee's first day of work counting the first day.
2. In compliance with North Carolina law, the University verifies each employee's legal status or authorization to work in the United States after hiring using the Department of Homeland Security's Basic Pilot Program. Your employment will be terminated if you fail to comply with the employment authorization requirements or if it is determined that you are not authorized to work in the United States.
3. North Carolina law requires notice to every applicant for state employment that willfully providing false or misleading information or failing to disclose relevant information shall be grounds for rejection of an application or later disciplinary action or criminal prosecution. Dismissal from employment shall be mandatory in any case in which a false or misleading representation is made in order to meet position qualifications. The employer is required by law to verify an applicant's representations about credentials and other qualifications relevant to employment. By executing this document, you authorize the release to The University of North Carolina at Chapel Hill of any document or information within the possession of a third party, such as an educational institution or licensure board, that may serve to verify any representations made by you on this Form AP2a and on the University's "Recommendation for EPA Personnel Action" (Form AP-2) which must also be completed prior to employment.
4. The University will complete a criminal conviction check prior to the appointee's first scheduled day of work. A criminal conviction does not in and of itself prevent an applicant from being employed by the University. The nature of some convictions, however, may cause certain positions to be unavailable to you. Failure to completely disclose information about a criminal conviction or plea on an employment application is considered falsification of the employment application and will result in the applicant not being eligible for employment at the University. All permanent and temporary faculty and staff of the University including post-doctoral scholars, medical fellows and adjunct faculty are required to report any criminal conviction(s) within five business days of the conviction or other covered criminal disposition or at the first possible opportunity if the employee is incarcerated. The employee is required to report this information to the Employee and Management Relations Department of the Office of Human Resources or, at the employee's option, to his/her Supervisor or Department Head. A willful failure to report a criminal conviction or to cooperate with University authorities in regards to a reportable matter under this policy may subject the employee to appropriate disciplinary action, up to and including termination of University employment. The full text of this policy may be viewed at [http://hr.unc.edu/policies-procedures-guidelines/spa-employee-policies/employment/CCM3\\_025868](http://hr.unc.edu/policies-procedures-guidelines/spa-employee-policies/employment/CCM3_025868).
5. The University requires all of its employees hired on or after July 1, 1999 to be paid by "direct deposit" into a bank or credit union account. In order to satisfy this requirement, you understand you must submit the direct payroll deposit authorization (Form PR-8) to the University Payroll Department by the end of your first workweek. Your signature below certifies that you understand you will not receive a paycheck from the University until the appropriate payroll forms have been completed and submitted.

Appointee Initials: KMG

Date: 10-27-15



FACULTY APPOINTEE CERTIFICATIONS AND  
CONDITIONS OF EMPLOYMENT (PAGE 2 of 3 PAGES)

Appointee's Full Name: KEVIN MICHAEL GUSKIEWICZ

6. You understand that you are required to provide your U.S. Social Security Number (if one has been issued to you) so the University can satisfy its income-reporting and withholding obligations under North Carolina and federal laws. Unless this sentence is marked through and initialed by you, you voluntarily permit the use of your social security number for internal record keeping and information management operations. However, you understand you will be randomly assigned a University-generated personal identification number (PID) which the University will instead use whenever possible.
7. Consistent with any applicable wage-hour laws, you authorize the University to withhold from your final paycheck the cost of any State-owned property you fail to return when your appointment ends. You also authorize the University to withhold from your final paycheck the amount of any other debt you owe to the University.
8. You understand that you are required to comply with the University's Department of Environment, Health and Safety (EH&S) policies and procedures regarding vaccines, medical surveillance or other required safety training within the first 10 days of your employment. Information regarding these policies and procedures is available on the web at: <http://www.ehs.unc.edu/manuals/ehsmanual/docs/5appendixb.pdf> or may be obtained by either asking your supervisor, your departmental Human Resources Facilitator or Manager, or contacting EH&S at telephone 919-962-5507. You further understand that if your position places you in a healthcare environment or your duties involve healthcare, you must also complete the items outlined in the "EHS Conditions of Employment" document in accordance to the time frames and frequency specified. This document will be provided to you by your appointing department. If you do not receive this document and your position places you in a healthcare environment or your duties involve healthcare, you may also obtain a copy on the web at: <http://www.ehs.unc.edu/manuals/ehsmanual/docs/5appendixb.pdf> or by contacting EH&S at 919-962-5507.
9. You understand that to comply with University policy if your position's duties include engaging in University healthcare activities you must disclose to your Department Head, Dean, Division Chief, the Office of Human Resources Employee & Management Relations Division or the Chair of the University's AIDS Task Force if you are currently, or later become, infected with either the HIV or the Hepatitis B viruses.
10. State law requires each permanent employee regularly scheduled to work 30 hours or more each workweek to participate in either the Teachers' and State Employees' Retirement System (TSERS) or the Optional Retirement Plan (ORP). The appointee makes an irrevocable election of one of these retirement plan options within 60 days of his/her hire effective date. Each employee presently is required to contribute six percent of his/her gross salary by payroll deduction, and that the State retains the right to amend the contribution rate.
11. North Carolina law requires certification that you are in compliance with the registration requirements of the Military Selective Service Act (<http://www.sss.gov/must.htm>) prior to appointment. The University is required by law to verify such compliance. If you do not answer affirmatively to either Question A, B or C listed below, you will be notified that a proposed finding of ineligibility for employment will be finalized, unless, within 30 days, you provide information which establishes compliance with the registration requirements of the Military Selective Service Act.

(Select A, B, or C)

A. ☒ I certify that I am registered with Selective Service.

B. ☐ I certify that I am not required to be registered with the Selective Service because (select one):

- ☐ I am a female. ☐ I am under the age of eighteen years.  
☐ I was born before 1960. ☐ I am a non-immigrant alien.  
☐ I am in the armed services on active duty (Reserves and National Guard are not considered on active duty.)  
☐ I am a permanent resident of the Trust Territory of the Pacific Islands or Northern Mariana Islands.

C. ☐ I certify that my requirement to be registered with the Selective Service has expired or is inapplicable, and (select one):

- ☐ I was registered when the requirement was applicable to me.  
☐ I was not registered when the requirement was applicable to me, but my failure to register was not a knowing and willful failure to register. Please explain on attached signed and dated sheet.

Appointee Initials: KMG

Date: 10-27-15

**FACULTY APPOINTEE CERTIFICATIONS AND  
CONDITIONS OF EMPLOYMENT (PAGE 3 of 3 PAGES)**

12. I understand that I must comply with University guidance regarding the Ebola outbreak, including certain travel restrictions, screening, and reporting requirements if I travel to/from Ebola-affected nations and/or may have been exposed to Ebola. I understand that if I travel to an Ebola-affected area, I must contact both the NC Communicable Disease Branch and UNC Environment, Health and Safety for a risk assessment prior to my return to campus and/or UNC Health Care facilities. Further, I understand that employees should register all international travel in the UNC Global Travel Registry (<http://globaltravel.unc.edu/>). This registry provides specific travel and risk-related guidance. UNC has placed additional information about its response to the Ebola outbreak on the following website: <http://ehs.unc.edu/emergency/ebola.shtml>.

**Important Benefits Notifications:** For your information, you should also note the following time-sensitive enrollment deadlines regarding certain benefits for eligible appointees following your hire effective date:

- If you are eligible for employee health insurance, election to participate in the State's employee health insurance plan must be received within 30 days of your hire effective date. The employee has the option of choosing this health insurance coverage to begin on the first day of either the first or second month following employment. Health insurance coverage for hire effective dates prior to the selected coverage effective date is the appointee's responsibility.
- If you are eligible for retirement benefits, you are required within sixty (60) days of your hire effective date to elect participation in either the North Carolina Teacher's and State Employees' Retirement System (TSERS) or the University of North Carolina Optional Retirement Plan (ORP). Your failure to make this election within this period on the required forms irrevocably results in the automatic election of TSERS as your retirement plan. Please ensure you take timely action following your hire to exercise this important option.

Appointee's Signature: <u>Kevin M. Gushkin</u>	Date: <u>10-27-15</u>
Appointing Department Representative Signature: _____	Date: _____

# **KEVIN M. GUSKIEWICZ**

## **ADDRESS**

### ***Home:***

803 E. Franklin Street  
Chapel Hill, North Carolina 27514  
919-932-1429  
gus@email.unc.edu

### ***Office:***

205 South Building, CB# 3100  
University of North Carolina at Chapel Hill  
Chapel Hill, North Carolina 27599-3100  
Telephone: 919-962-1165 (Deans Office)  
919-962-5175 (Research Office)

## **EDUCATION**

### **University of Virginia, Charlottesville, Virginia**

Doctor of Philosophy, Sports Medicine, 1995

Major areas of study: Orthopedic and Neuromuscular Research  
Mild Traumatic Brain Injury Research  
Research Design and Statistics

Dissertation: Effect of Mild Head Injury on Postural Stability

### **University of Pittsburgh, Pittsburgh, Pennsylvania**

Master of Science, Exercise Physiology/Athletic Training, 1992

### **West Chester University, West Chester Pennsylvania**

Bachelor of Science, Athletic Training (NATA Approved Undergraduate Curriculum), 1989  
Minor: Journalism

## **ACADEMIC & ADMINISTRATIVE APPOINTMENTS**

### **College of Arts and Sciences, University of North Carolina at Chapel Hill**

*Senior Associate Dean for the Natural Sciences*, July 1, 2013 to present

Direct 13 academic departments and programs in the Division of Natural Sciences and Mathematics; Oversee the physical space for all College of Arts and Sciences departments (55 academic buildings); Participate in the development efforts for 13 departments and programs with the assistance of four Arts & Sciences Foundation development officers; Serve on several committees, including the Research Dean's Council, MOOC Taskforce, UNC BEST Board of Directors, and Biomedical Imaging Research Center Advisory Board; and Serve as Co-Principal Investigator on UNC-Chapel Hill's AAU STEM grant on Classroom Innovation: Redesigning Large Gateway Science Courses.

### **Matthew Gfeller Sport-Related Traumatic Brain Injury Research Center, University of North Carolina at Chapel Hill**

*Founding Director*, May 1, 2010 to present

### **Department of Exercise and Sport Science, College of Arts and Sciences, University of North Carolina at Chapel Hill**

***Kenan Distinguished Professor***, 2009 to present  
***Department Chair***, 2005 to 2013  
***Professor***, July 1, 2004 to present  
***Academic Leadership Fellow***, Institute for the Arts & Humanities, January to May 2008  
***Associate Professor***, July 1, 2001 to 2004  
***Assistant Professor***, 1995 to 2001  
***Director***, Graduate Studies & Graduate Admissions, 1998 to 2005  
***Director***, Sports Medicine Research Laboratory, 1996 to 2008  
***Director***, Undergraduate Athletic Training Education Program, 1995 to 2002

Teaching Responsibilities: Gross Anatomy (graduate)  
Applied Statistics & Research Design in Exercise and Sport  
Science (graduate)  
Human Movement Science Doctoral Seminar (graduate)  
Therapeutic Modalities (undergraduate)  
Evaluation of Athletic Injuries (undergraduate)  
Human Anatomy (undergraduate)

**Department of Physical Medicine and Rehabilitation, School of Medicine, University of North Carolina**

*Professor*, July 1, 2013 to present

**Department of Orthopaedic Surgery, School of Medicine, University of North Carolina**

*Professor*, July 1, 2004 to present  
*Associate Professor*, 2001 to 2004  
*Assistant Professor*, 1998 to 2001

**Department of Allied Health Sciences, School of Medicine, University of North Carolina**

*Adjunct Professor*

**Curriculum in Human Movement Science (Interdisciplinary Doctoral Program), School of Medicine, University of North Carolina**

*Professor*

**Injury Prevention Research Center, University of North Carolina at Chapel Hill**

*Interim Director*, January 2005 to July 2005  
*Core Faculty Member*, September 2001 to present

**Curry School of Education, University of Virginia, Doctoral Student, 1992 to 1995**

*Instructor:* Gross Anatomy Laboratory (undergraduate)  
Advanced Athletic Injuries & Lab (undergraduate)  
*Teaching Assistant:* Anatomical Basis of Sports Medicine (graduate)  
Research in Athletic Training (graduate)  
Seminar in Educational Research (graduate)

*Research Advisor:* Thesis Advisor, NATA Approved Graduate Program

**St. Anne's-Belfield High School, Charlottesville, Virginia: 1992 to 1995**

*Athletic Training Clinical Supervisor:* Supervised students seeking NATA certification  
*Teacher:* Seventh grade Health - Nutrition/First Aid (1993)

## **UNIVERSITY SERVICE**

### **UNC's Quality Enhancement Plan (QEP) for Southern Association of Colleges and Schools:**

Co-Chair, Steering Committee for SACS reaffirmation process. Identify priorities to improve student learning; provide guidance on implementation of the QEP; and recommend how to effectively communicate the QEP to the campus community (September 2014 to present).

### **UNC Representative to Southern Association of Colleges and Schools' review team:**

Georgia Tech On-Site Reaffirmation Committee; Serving as observer in preparation for UNC's 2016 reaffirmation process (February 2015 to March 2015).

### **Association of American Universities (AAU) Undergraduate STEM Initiative:**

Co-Leader, UNC's AAU STEM grant to foster cultural change and widespread implementation of active learning methods in gateway STEM courses (June 2013 to present).

### **Administrative Search Committees:**

Chancellor, UNC-Chapel Hill (September 2012 to April 2013)  
Director, Academic Support Program for Student-Athletes (September to December 2012)  
Director, UNC Sports Medicine, *Chair* (June to November 2009)  
Assistant Vice Chancellor for UNC Campus Health, *Chair* (January to June 2006)  
Dean, College of Arts and Sciences (May 2006 to April 2007)

### **Administrative Reviews:**

Director, UNC Highway Safety Research Center (November 2010 to February 2011)  
Vice Chancellor for Student Affairs (August 2008 to December 2008)  
Director, UNC Office of Human Research Ethics (January 2008 to May 2008)  
UNC Sports Medicine Program (October 2007 to August 2008)  
Dean of the UNC-Chapel Hill Graduate School (October 2004 to April 2005)  
Director, UNC Injury Prevention Research Center (January 2003 to May 2004)

**Faculty Executive Committee**, July 2008 to December 2008 (interim appointment); July 2009 to present (elected appointment)

**UNC's Classroom Policy Steering Committee**, July 2013 to present

**UNC's Space Use Committee**, July 2013 to present

**UNC's Buildings and Grounds Committee**, July 2013 to present

**UNC's Biomedical Research Imaging Center (BRIC) Senior Advisory Committee**, September 2013 to present

**Fundraising Campaign Co-Coordinator** – *Stallings-Evans Sports Medicine Center* (July 2005 to May 2010)

**University Committee on Teaching Awards** (July 2008 to January 2009)

**Administrative Board of the General College**, July 2008 to 2011

**Administrative Board of the Graduate School**, August 2000 to July 2005

## CLINICAL EXPERIENCE

**Athletic Trainer: University of North Carolina at Chapel Hill:** Head Athletic Trainer for Women's Lacrosse (1995-1998); Clinical supervisor for undergraduate and graduate athletic training students (1995-1999); General athletic training coverage & director of the UNC concussion testing program for all UNC athletic teams (1998 to present).

**Head Athletic Trainer: St. Anne's-Belfield School,** Charlottesville, Virginia (1992-1995).

**Graduate Assistant Athletic Trainer: Pittsburgh Steelers Football Club,** Pittsburgh, Pennsylvania (1990-1992).

**Clinical Athletic Trainer: Chester County Orthopaedic and Sports Physical Therapy,** West Chester, Pennsylvania (1989 to 1990).

## HONORS AND AWARDS

*Order of the Golden Fleece, University of North Carolina,* April 10, 2014

*2013 Commencement Speaker, University of North Carolina,* December 15, 2013.

*West Chester University's Sturzebecker Hall of Fame Inductee,* October 26, 2013.

*2013 Distinguished Alumnus Award, Curry School of Education, The University of Virginia,* October 4, 2013.

*2013 Commencement Speaker & Recipient of The University of Pittsburgh's 225th Medallion,* School of Health and Rehabilitation Sciences, University of Pittsburgh. April 27, 2013.

*2013 TEDxUNC Speaker,* Memorial Hall, University of North Carolina-Chapel Hill, February 9, 2013.

*University of Pittsburgh Legacy Laureate,* Distinguished Alumnus Award. October 11, 2012.

*2011 December Commencement Speaker, West Chester University,* December 19, 2011.

*2011 MacArthur Fellow,* September 20, 2011.

*Sayers Bud Miller Educator of the Year.* National Athletic Trainers' Association Research and Education Foundation's annual award for outstanding educator. June 20, 2008.

*Clint Thompson Manuscript Award for Clinical Advancement* (Bailes JE, Petschauer M, Guskiewicz KM, & Marano, G. Management of cervical spine injuries in athletes. *Journal of Athletic Training*, 2007; 42(1): 126–134. Awarded June 2008.

*Kenneth L. Knight Award for the Outstanding Research Manuscript* (Cavanaugh JT,

Guskiewicz K, Giuliani C, Marshall S, Mercer VS, Stergiou N. Recovery of postural control after cerebral concussion: New insights using Approximate Entropy. *J Athl Train* 2006; 41(3):305-313.) Awarded June 2007.

**Jack Weakley Service Award, “Helping those who help others.”** College Athletic Trainers’ Society’s Annual Service Award. May 17, 2007.

**Fellow in the American Academy of Kinesiology and Physical Education.** September 16, 2006.

**Medal for Distinguished Athletic Training Research.** National Athletic Trainers' Association Research and Education Foundation's annual award for outstanding researcher. June 16, 2006.

**West Chester University’s Legacy of Leadership Alumnus Award.** April 30, 2005.

**Fellow in the American College of Sports Medicine (FACSM).** November 8, 2002.

**Kenneth L. Knight Award for the Outstanding Research Manuscript - second runner-up** (Guskiewicz, K.M., Ross S.E., and Marshall S.W. Postural stability and neuropsychological deficits following concussion in collegiate athletes. *Journal of Athletic Training*, 36(3), 263-273, 2001.) Awarded June 2002.

**2002 Research to Reality Award Recipient,** Eastern Athletic Trainers’ Association. January 8, 2002.

**Stevens Visiting Professorship.** University of Florida, Gainesville, FL. Awarded October 2000, Presented lectures on February 25-28, 2001.

**Kevin P. Speer, MD New Investigator Award.** National Athletic Trainers' Association Research and Education Foundation's annual award for outstanding young researcher. Awarded June 17, 1999.

**Outstanding Faculty Award.** University of North Carolina Alumni Association and Division of Student Affairs. Awarded April 15, 1998.

**Kenneth L. Knight Award for the Outstanding Research Manuscript** (Guskiewicz, K.M., Perrin, D.H., & Gansneder, B. Effect of mild head injury on postural stability. *Journal of Athletic Training*, 31(4)300-306, 1996). Awarded June 1997

**Junior Faculty Development Award (\$3,000)** - UNC-CH Committee on Faculty Research and Study Leaves, November 27, 1995

**Who's Who Among Students in American Universities and Colleges,** (1989)

**Swope Leadership Scholarship** (1988), West Chester University

**Physical Education Scholarship** (1988), West Chester University

## EDITORIAL BOARD SERVICE

**Journal of Athletic Training**, Associate Editor (2001 to 2013)

Board member (1997 to present)

Guest Editor for special issue on *Concussion in Sport* (October 2001)

**Journal of Sport Rehabilitation**, Board member (1995 to present); Editorial assistant (1993 to 1995)

**Current Sports Medicine Reports**, Board member (2010 to present)

**Frontiers in Neurology**, Board member (2010 to present)

**Journal of American Medical Association**, Reviewer (2002 to present)

**Neurosurgery**, Reviewer (2004 to present)

**Journal of Neurosurgery**, Reviewer (2011 to present)

**Annals of Biomedical Engineering**, Reviewer (2009 to present)

**Clinical Journal of Sports Medicine**, Reviewer (2003 to present)

**British Journal of Sports Medicine**, Reviewer (2000 to present)

**Medicine & Science in Sports & Exercise**, Reviewer (1998 to present)

**Journal of Biomechanics**, Reviewer (1998 to present)

**Athletic Therapy Today**, Board member (1995 to 1999)

## SCHOLARSHIP

### Refereed Journal Publications:

Pietrosimone BG, Golightly YM, Mihalik JP, Guskiewicz KM. Concussion Frequency Associates with Musculoskeletal Injury in Retired NFL Players. Submitted for consideration to *Medicine and Science in Sport and Exercise*. April 2015. EPub ahead of print.

Kerr ZY, Mihalik JP, Guskiewicz KM, Rosamond WD, Evenson KR, Marshall SW. (2015). Agreement between athlete-recalled and clinically documented concussion histories in former collegiate athletes. *Am J Sports Medicine*; 43(3):606-613.

Lynall RC and Guskiewicz KM. (2015). Concussion Research: New Horizons. *Lancet Neurology*. 14(1):14-6.



Kerr ZY, Littleton AC, Cox LM, DeFreese JD, Varangis E, Lynall RC, Schmidt JD, Marshall SW, Guskiewicz KM. (2015). Estimating Contact Exposure in Football Using the Head Impact Exposure Estimate. *J Neurotrauma*; 32(14):1083-1089.

Guskiewicz KM, Teel E, McCrea M. (2014). Concussion: key stakeholders and multidisciplinary participation in making sports safe. *Neurosurgery*; 75 Suppl 4:S113-8.

Schmidt JD, Guskiewicz KM, Mihalik JP, Blackburn JT, Siegmund GP, Marshall SW. (2014). Does Visual Performance Influence Head Impact Severity Among High School Football Athletes? *Clin J Sports Med*.

Broglio SP, Cantu RC, Gioia GA, Guskiewicz, KM, Kutcher J, Palm M, Valovich McLeod TC. (2014). National Athletic Trainers' Association Position Statement: management of sport concussion. *Journal of Athletic Training*. Epub ahead of print.

Mihalik JP, Moise KF, Ocwieja KE, Guskiewicz KM, & Register-Mihalik JK. (2014). The effects of player anticipation and involvement on head impact biomechanics in college football body collisions. *ASTM Selected Technical Papers 1552 on Symposium on the Mechanism of Concussion in Sports*. (In Press).

Ingriselli JM, Register-Mihalik JK, Schmidt JD, Mihalik JP, Goerger BM, & Guskiewicz KM. (2014). Outcomes, utility, and feasibility of single task and dual task intervention programs: Preliminary implications for post-concussion rehabilitation. *J Science and Medicine in Sport*; 17(6):580-585.

Rowson S, Duma SM, Greenwald RM, Beckwith JB, Chu JJ, Guskiewicz KM, Mihalik JP, Crisco JJ, Wilcox BJ, McAllister TW, Maerlender AC, Broglio SP, Schnebel B, Anderson S, & Broolinson PG. (2014). Can helmet design reduce the risk of concussion in football? Technical note. *Journal of Neurosurgery*. (In Press).

Kerr ZY, Evenson KR, Rosamond WD, Mihalik JP, Guskiewicz KM, and Marshall SW. Association between concussion and mental health in former collegiate athletes. *Injury Epidemiology*. (In Press).

Kerr ZY, Register-Mihalik JK, Marshall SW, Evenson K, Mihalik JP, Guskiewicz KM. Disclosure and non-disclosure of concussion and concussion symptoms in athletes: Review and application of the socio-ecological framework. *Brain Injury*. (2014), Epub ahead of print.

Siegmund GP, Guskiewicz KM, Marshall SW, DeMarco AL, and Bonin SJ. A Headform for Testing Helmet and Mouthguard Sensors that Measure Head Impact Severity in Football Players. *Ann Biomed Eng* (2014) 42:1834-1845.

Schmidt JD, Guskiewicz KM, Blackburn JT, Mihalik JP, Siegmund GP, Marshall SW (2014). The Influence of Cervical Muscle Characteristics on Head Impact Biomechanics in Football. *Am J Sports Med*. (Epub ahead of print).

Harpham JA, Mihalik JP, Littleton AC, Frank BS, & Guskiewicz KM. (2014). The effect of visual and sensory performance on head impact biomechanics in college football players. *Annals of Biomedical Engineering*, 42(1), 1-10.

Mihalik JP, Register-Mihalik JK, Kerr ZY, Marshall SW, McCrea MC, & Guskiewicz KM. (2013). The effect of posttraumatic migraine characteristics on concussion recovery in patients following sport-related concussion. *American Journal of Sports Medicine*. 41(7), 1490-1496.

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Mihalik JP, Moise KF, Ocwieja KE, Guskiewicz KM, & Register-Mihalik JK. (2014). The effects of player anticipation and involvement on head impact biomechanics in college football body collisions. In A. Ashare & M. Ziejewski (Eds.), *ASTM Selected Technical Papers 1552 on Symposium on the Mechanism of Concussion in Sports* (pp. 41-55). West Conshohocken, PA: ASTM International.

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Register-Mihalik JK, Linnan LA, Marshall SW, Valovich McLeod TC, Mueller FO, Guskiewicz KM. Using Theory to Understand High School Aged Athletes' Intentions to Report Sport-Related Concussion: Implications for Concussion Education Initiatives. *Brain Inj*. 2013; 27(7-8):878-886.

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Register-Mihalik JK, Guskiewicz KM, Mihalik JP, Schmidt JD, Kerr ZY, & McCrea MA. (2013). Reliable change, sensitivity, and specificity of a multi-dimensional concussion assessment battery: Implications for caution in clinical practice. *Journal of Head Trauma Rehabilitation*, 29(4), 278-283.

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Mihalik JP, Guskiewicz KM, Marshall SW, Greenwald RM, Blackburn JT, & Cantu RC. Does cervical muscle strength in youth ice hockey players affect head impact biomechanics? *Clinical Journal of Sports Medicine*, 2011;21(5), 416-421.

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Guskiewicz, K.M. The State of Sport Concussion: Legitimate Concern vs Paranoia? *Big Ten/CIC/Ivy League TBI Research Collaboration*. Chicago, IL., July 15, 2015.

Guskiewicz, K.M. Long Term and Cumulative Effects of Concussion: What Do We Know Now and What Can We Do? *NATA Annual Symposium*. St. Louis, Mo., June 23, 2015.

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Guskiewicz, K.M. Sport-related Concussion in 2013: progress Toward International Consensus. *Medical College of Wisconsin*. Milwaukee, WI., July 30, 2013.

Guskiewicz, K.M. Biomechanics of Concussion: understanding the Forces Behind the Injury. *University of Pittsburgh Medical Center Concussion Conference*. Pittsburgh, PA., June 8, 2013.

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Guskiewicz KM, Perrin DH. The Effect of Mild Head Injury on Cognition and Postural Stability. *1998 N.A.T.A. Annual Meeting - Free Communications*. Baltimore, MD. *Journal of Athletic Training*, 33:S8, 1998.

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Ford SE, Guskiewicz KM, Perrin DH, Gansneder BM, Szczerba JE. Weight preoccupation and pathogenic weight control behavior in female collegiate athletes. *1996 N.A.T.A. Annual Meeting-Free Communications (poster)*. Orlando, FL. June 15, 1996. *Journal of Athletic Training*, 31:S51, 1996.

Steinagel MC, Szczerba JE, Guskiewicz KM, Perrin DH. Ankle ice immersion effect on postural sway. *1996 N.A.T.A. Annual Meeting-Free Communications (poster)*. Orlando, FL. June 15, 1996. *Journal of Athletic Training*, 31:S53, 1996.

Riemann BL, Belle SE, Guskiewicz KM. Effect of mild head injury on postural stability in athletes. *Mid-Atlantic Athletic Trainers' Association Annual Meeting-Grant Recipient Presentation*. Virginia Beach, VA. May 18, 1996.

Guskiewicz KM, Perrin DH. Mild head injury in a high school football player: A case study. 1995 N.A.T.A. Annual Meeting-Free Communications. Indianapolis, IN. June 15, 1995. *Journal of Athletic Training*, 30:S25, 1995.

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Martin DE, Guskiewicz KM, Perrin DH, Kahler DM, McCue FC. Tibial rotation affects anterior displacement of the knee. *Medicine and Science in Sports and Exercise*, 26:5S, 1994.

Guskiewicz KM, Lephart SM, Burkholder R. Relationship between sprint speed and hip flexor/extensor strength in Division I Intercollegiate football players. 1991 N.A.T.A. Annual Meeting-Free Communications. New Orleans, LA. June 10, 1991. *Journal of Athletic Training*, 26(2), 1991.

### **Published Media Reviews:**

"NFL Players Head Concussion Brain Injury Seminar" (video). *Journal of Athletic Training*, 32(2):180, 1997.

"Cryotherapy in Sport Injury Management" (book). *Athletic Therapy Today*, 1(2):60-61, 1996.

"Jumping into Plyometrics" (video). *Journal of Sport Rehabilitation*, 3:177-178, 1994.

"The Upper Extremity in Sports Medicine" (book). *Journal of Sport Rehabilitation*, 2:217-218, 1994.

### **Additional Presentations:**

Guskiewicz, K.M. Innovative Technologies for the Prevention and Management of Sport-Related Concussion. *University of Utah Neurosciences*. Salt Lake City, UT., March 13, 2015.

Guskiewicz, K.M. Improving Safety in Sport Through Innovative Science. *UNC-Chapel Hill's General Alumni Association's Spring Meeting*. Chapel Hill, NC., April 13, 2013.

Guskiewicz, K.M., Concussion Updates. *NCAA's Annual Health and Safety Meeting*. Virtual meeting. April 12, 2013.

Guskiewicz, K.M. Concussion Prevention: Facts, Fallacies, and Frontiers. *Young President's Organization Spring Meeting*. Baltimore, MD., January 31, 2013.

Guskiewicz, K.M. The Science and Technology of Sport Concussion: Translating data Collection into Concussion Prevention. *Sports Legacy Institute's Hit Count Meeting*, Boston, MA. October 25, 2012.

Guskiewicz, K.M. Current Concepts in Evaluation and Management of Sports Related Concussion. *BI/SCI Expo at Carolinas Rehabilitation - Keynote Lecture*. Charlotte, NC. October 15, 2012.

Guskiewicz, K.M. Current state of concussion management & recommended best practices. *Atlantic Coast Conference Sports Medicine Association's 23<sup>rd</sup> Annual Clinical Symposium*. Greensboro, NC; May 6, 2012.

Guskiewicz, K.M. Examination of Concussion: Medical and Cognitive Considerations. *Rex Pediatrics Grand Rounds*. Raleigh, NC; May 9, 2012.

Guskiewicz, K.M. The Science and Technology of Sport Concussion: Translating Data Collection into Concussion Prevention. *Bioinformatics, Neuroscience Center*. Chapel Hill, NC; April 26, 2012.

Guskiewicz, K.M. Examination of concussion; medical and cognitive considerations. *Grand Round Series- St. Charles Medical Center*. Bend, OR; April 20, 2012.

Guskiewicz, K.M. The Science and Technology of Sport Concussion: Translating Data Collection into Concussion Prevention. *What's the Big Idea?* Friday Center. Chapel Hill, NC; April 12, 2012

Guskiewicz, K.M. Sport Related Concussion; From the Lab to the Law. *Raleigh Medical Society*. Raleigh, NC; April 12, 2012.

Guskiewicz, K.M. Solving the Concussion Problem The Carolina Way. *A Tar Heel Evening in Greensboro, Greensboro Coliseum Complex*. Greensboro, NC; April 10, 2012.

Guskiewicz, K.M. The Science and Technology of Sports Concussion: Solving Today's Problems for Tomorrow's Solutions. *Alumni Center, University of North Carolina Graduate Education Advancement Board Meeting*. Chapel Hill, NC; April 4, 2012.

Guskiewicz, K.M. The Science and Technology of Sport Concussion: Translating Data Collection into Concussion Prevention and Management. *West Virginia University College of Physical Activity and Sport Science Distinguished Lecturer Series*. Morgantown, WV; March 23, 2012.

Guskiewicz, K.M. Preventing Sudden death in sport; brain trauma. *National Summit on Safety in Youth Sports*. Washington, DC; December 6<sup>th</sup>, 2011.

Guskiewicz, K.M. Updates in Concussion Management. *Department of Physical Medicine & Rehabilitation*. Chapel Hill, NC; October 26, 2011.

Guskiewicz, K.M. Preventing Sudden Death in Sport: Head Injury. *Visiting Scholar in Exercise Science*. University of Wisconsin- La Crosse, La Crosse, WI; May 4, 2011.

Guskiewicz, K.M. Concussion and Post-Concussion Syndrome: When to Rest and When to Rehab. *Visiting Scholar in Exercise Science*. University of Wisconsin- La Crosse, La Crosse, WI; May 4, 2011.

Guskiewicz, K.M. The Science of Sport Concussion: Translating Data. *Visiting Scholar in Exercise Science*. University of Wisconsin- La Crosse, La Crosse, WI; May 4, 2011.

Guskiewicz, K.M. The Science of Sport Concussion: Translating Data Collection into Concussion Prevention. *University of Wisconsin's Centennial Celebration of Kinesiology*. Madison, WI; April 1, 2011.

Guskiewicz, K.M. The Science & Technology of Sport Concussion: Translating Data Collection into Concussion Prevention. *Human Physiology Lecture Series*. Eugene, OR; March 11, 2011.

Guskiewicz, K.M. Helmet Testing & On-Field Monitoring of Safety Equipment & Player Behavior. UNC's Human Movement Science Research Day. Chapel Hill, NC; February 25, 2011.

Guskiewicz, K.M. The Science of Translation from Data Collection to Concussion Prevention: Changing the Practice Profile. *National Operating Committee for Standards in Athletic Equipment*, Chatham, MA; October 23, 2010.

Guskiewicz, K.M. The science of sport concussion. *Institute of Medicine Workshop*. Washington, DC; October 1, 2010.

Guskiewicz, K.M. Advances in science, new trends, and the road to physical recovery. Congressional Hearing on Concussion in Youth Sports; Washington, D.C., September 23, 2010.

Guskiewicz, K.M. Long Term Effects of Sport-Related Concussion on Neurocognitive Function and Psychological Health, New Hampshire University, Durham, NH; September 10, 2010.

Guskiewicz, K.M. Ohio State University Sports Medicine. Sport-Related Concussion: Is Research Driving Clinical Practice? Columbus, OH. February 16, 2007.

Guskiewicz, K.M. A Synopsis of UNC Concussion Studies: 2000-2006. *ANAM Research Working Group Meeting*. Bethesda, MD, June 9, 2006

Guskiewicz, K.M. New Concepts in Physical Conditioning & Application of Strength Training. Maldonado – Punta del Este, Uruguay, August 28, 2006

Guskiewicz, K.M. New Concepts in Physical Conditioning & Application of Strength Training. Colonia, Uruguay, August 29, 2006

Guskiewicz, K.M. Therapeutic Modalities & Rehabilitation in Healing the Injured Athlete. Montevideo, Uruguay, August 30, 2006.

Guskiewicz, K.M. Update on Current Concepts in Concussion Assessment. Universidade Catolica de Brasilia, September 1, 2006

Guskiewicz, K.M. Evidence Based Approach to Injury Prevention in Sport and Exercise. Komotini, Greece, May 7, 2006.

Guskiewicz, K.M. Therapeutic Modalities & Rehabilitation in Healing the Injured Athlete Komotini, Greece, May 8, 2006

National Sportscasters and Sportswriters Association Annual Meeting. Salisbury, NC. April 27, 2003. "Sport-Related Concussion: Clearing Up the Confusion."

Visiting Lecture, 2002 University of Connecticut Sports Medicine Visiting Lecture Series. Storrs, CN. November 5, 2002. "Sport-related concussion: Bridging the gap between research and clinical practice."

DonJoy, Inc. Annual Sports Medicine/ Athletic Training Seminar. Carlsbad, CA. July 19-20, 2002. "Bridging the gap between research and clinical practice: From head to toe."

Visiting Lecture, 2001 Penn State Sports Medicine Colloquium. Pennsylvania State University, State College, PA. October 25-26, 2001. "Sport-related concussion: Bridging the gap between research and clinical practice."

Visiting Lecture in Exercise Science. University of Wisconsin, Madison, WI. April 4, 2001. "Regaining Postural Stability and Postural Control Following Injury," and "Concussion in Sport: Considerations for the Sports Medicine Clinician."

*Stevens Visiting Professorship*. University of Florida, Gainesville, FL. February 25-28, 2001. "Comprehensive approach to the assessment of sport-related concussion."

Visiting Lecture in Kinesiology. University of Michigan, Ann Arbor, MI. February 17, 2000. "Alternative Approaches to the Assessment of Mild Head Injury in Sport."

Bi-Annual meeting of the North Carolina Criminal Justice & Sheriffs Commission, Chapel Hill, NC. August 23, 1999. "Police Officer Physical Ability Test: Recommendations for Y2K."

Visiting Lecture Series in Sports Medicine. University of Georgia, Athens, GA. September 24, 1998. "Mild Head Injury in Sport: Developing Objective Criteria for Return to Play."

Seminar on Exercise and Aging. Carol Woods Retirement Community, Chapel Hill, NC. April 18, 1997. "Balance assessment for the aging but active."

University of North Carolina Injury Prevention Research Center Seminar Series, Chapel Hill, NC. March 19, 1997. "Effect of mild head injury on postural stability and cognitive function."

NeuroCom International's Clinical Integration Seminar, Clackamas, OR, July 12, 1996. "Evaluation of mild head injury in athletes using dynamic computerized posturography."

The Art and Science of Sports Medicine, University of Virginia, Charlottesville, VA, June 26, 1996. "Evaluation of mild head injury in sports"

Chippenham Medical Center Sports Injury Seminar, Chippenham Medical Center, Richmond Virginia, February 28, 1996 - "Assessment of mild head injury and return to play guidelines"

Sports Medicine Telemedicine Conference, University of North Carolina School of Medicine & Northampton County Schools, November 21, 1995 - "Sports medicine in the 90's: An update"

The Art and Science of Sports Medicine, University of Virginia, Charlottesville, VA, June 28, 1995 - "Mild head injury in sports: objective assessment for return to play"

The Art and Science of Sports Medicine, University of Virginia, Charlottesville, VA, June 20, 1994 - "Mild head injury in sports"

Athletic Injuries (Guest Lecturer), University of Virginia, Charlottesville, VA, November 26, 1993 - "Common Knee injuries in athletics" and "Clinical assessment of knee injuries"

Athletic Injury Teleconference, Division of Continuing Education in conjunction with the Sports Medicine Department, University of Virginia, Charlottesville, VA, October 21 & 28, 1992 - "Injury classification" and "Tissue response to injury"

Sewickly YMCA, Sewickly, PA, May 30, 1991 - "Nutritional considerations for the growing athlete"

## **GRANTS AND EXTERNAL FUNDING**

### **Federal Agencies:**

Co-Principal Investigator, *\$420,000* with National Center for Injury Prevention and Control (at the CDC). Monitoring Head Impact Biomechanics as a Behavior Modification Tool to Reduce Mild Traumatic Brain Injury Risk in High School Athletes. Guskiewicz K, Mihalik J, Marshall S. (Awarded September 2014).

Co-Principal Investigator, *\$1,100,000* with U.S. Department of Defense and National Collegiate Athletic Association – "NCAA-DOD GRAND ALLIANCE: Concussion Assessment, Research and Education (CARE) Consortium. McCrea M, McCallister T, Broglio S, Guskiewicz K, Mihalik J. (Awarded July 2014).

Co-Principal Investigator, *\$1,139,000* with United States Special Operations Command (Regional). "Scientific Assessment for the Enhanced SOTF Traumatic Brain Injury Surveillance Program." Mihalik J, Guskiewicz K. (Awarded January 2014).

Co-Investigator; Project Leader, *\$2,000,000* with Department of Defense (Chronic Effects of Neurotrauma Consortium (CENC) – "Association Between Repetitive TBI And Neuropsychological, Neuroimaging, and Blood Biomarkers In Military Service Members And Elite-Level Athletes." Laskowitz, D & Grant, G (PI), Guskiewicz K, Bazarian J, Mihalik, J. (Submitted January 2013 – not funded).



Co-Investigator, \$1,500,000 with Department of Defense (U.S. Army Medical Research and Materiel Command) – “A Novel Tool for Field Assessment of Mild Traumatic Brain Injury.” Espinoza, T & Phelps, S (PI), Wright, D, Guskiewicz, K, and Bazarian, J. (Funded: November 2012).

Principal Investigator, \$2,799,000 with Department of Defense (CDMRP) – “A Prospective Study of Dual Task Rehabilitation Interventions for Treating Individuals with Traumatic Brain Injury.” Guskiewicz K, Mihalik JP, McCulloch K, Register-Mihalik, J, et al. (Submitted September 2010 – not funded).

Principal Investigator, \$3,043,595 with National Institutes of Health - “Association Between MTBI, Dementia and IPV in Retired Professional Football Players.” Guskiewicz K, Marshall S, Moracco B, Kaufer D, Thompson K, Smith JK, et al. (Submitted: June 2009 – not funded).

Principal Investigator, \$1,098,500 with Centers for Disease Control and Prevention- “Association Between MTBI, Dementia and IPV in Retired Professional Football Players.” Guskiewicz K, Marshall S, Moracco B, Kaufer D, Thompson K, Smith JK, et al. (Submitted: September 1, 2008 – not funded).

Co-Investigator, \$150,000 with U.S. Department of Defense - “Validation of the Military Acute Concussion Evaluation (MACE) for In-Theater Evaluation of Combat-Related Traumatic Brain Injury.” McCrea M, Guskiewicz KM, Helmick K, and Jaffee (Awarded: August 2008).

Principal Investigator, \$600,000 with U.S. Department of Defense – “Association between mild traumatic brain injury and chronic clinical depression and neurodegenerative dementing disorders.” Guskiewicz KM, Marshall SW, Kaufer D, Giovanell K, Smith JK, et al. (Submitted: October 2007 – not funded).

Co-investigator, \$1,300,000 with National Institute of Health (NIH) - “Epidemiology of Jump-Landing Movements and ACL Injury.” Marshall SW, Padua DA, Guskiewicz KM, Yu B, Garrett WE, Kirkendall D, Evenson K, Wolf SH, Gregory E (Awarded: December 2004).

Principal Investigator, \$579,354 with Centers for Disease Control and Prevention- “Prospective investigation of sport-related concussion: Relationship between biomechanical, neuroanatomical, and clinical factors.” Guskiewicz KM, Marshall SW, Smith K, Lin W, Ciocca M, Hooker D, Oliaro S, Crowell D (Awarded: September 2004).

Principal Investigator, \$500,000 with Centers for Disease Control and Prevention- “Validation of methods to assess outcomes of MTBI” Guskiewicz KM, Hammeke T, McCrea M, Randolph C, Barr W, Kelly J, Marshall S, Runyan CW, and Hargarten S (Submitted July 2003 – not funded).

Principal Investigator, \$1,533,442 with Department of Defense - Peer Reviewed Medical Research Program (PRMRP); Supplement to US Army Medical Research Materiel Command Broad Agency Announcement 02-1 – “Association between mild traumatic brain injury and chronic clinical depression and neurodegenerative dementing disorders.” Guskiewicz KM, Longo F, McCrea M, Marshall S, Robertson K, Smith K, Lin W, Randolph C, Cantu R, Bleiberg J (Submitted: April 2003 – not funded).

Co-investigator, \$244,000 with National Institute of Health (NIH) - "Epidemiology of Jump-Landing Movements and ACL Injury." Marshall SW, Padua DA, Guskiewicz KM, Yu B, Garrett WE, Kirkendall D, Evenson K, Wolf SH, Gregory E (Submitted: February 2003 – not funded).

Principal Investigator, \$126,000 with Centers for Disease Control and Prevention- "Computerized neuropsychological testing for sport-related mild head injury (MHI) in sport: A prevention initiative." Guskiewicz KM, Mueller FO, Marshall SW, McCrea M, Cantu RC, Bleiberg J. (Awarded: October, 2001).

Co-Investigator, \$173,000 with Centers for Disease Control and Prevention- "Reducing falls through improved balance in older adults: A pilot intervention." Marshall SW, Guskiewicz KM, Hogue CC, et al. (Awarded: June 2000).

Principal Investigator, \$485,000 with Centers for Disease Control and Prevention- "Prospective investigation of mild head injury (MHI) in sport: A prevention initiative." Guskiewicz KM, Marshall SW, Mueller FO, et al. (Awarded: September, 1999).

### **National Foundations:**

Co-Principal Investigator, \$498,214 with the National Football League – "On-Field Monitoring and Recording of Head Impacts Sustained by NFL players." Guskiewicz, K, and Mihalik, J. (Awarded October 2013).

Co-Principal Investigator, \$800,000 with the National Collegiate Athletic Association – "A prospective, longitudinal study of head impact exposure, neurologic health and brain imaging biomarkers in former NCAA athletes: 15 year follow-up of the original NCAA Concussion Study." Guskiewicz, K, and McCrea, M. (*Funding split between UNC and MCW*). (Awarded August 2013).

Principal Investigator, \$99,998,876 with National Football League Players Association - "Advancing the Frontiers of Research in Professional Football: Safeguarding the Health of Active and Former NFL Players." Guskiewicz, Marshall, McCrea (Submitted August 2012 – not funded).

Co-Principal Investigator, \$400,000 with National Collegiate Athletic Association – "The National Sport Concussion Outcomes Study (NSCOS)" Giza C, Kutcher J, Guskiewicz K, McCrea M, Eckner JT, Broglio S. (Awarded: July 2012).

Co-Principal Investigator, \$99,165 with NFL Charities – "Association between football exposure and dementia in retired football players." Guskiewicz KM and Marshall SW (Awarded December 2010)

Principal Investigator, \$98,000 with NFL Players Association – "Association between football exposure and dementia in retired football players." Guskiewicz KM (Awarded April 2010)

Co-Principal Investigator, \$12,600 with NFL Charities – "Concussion Knowledge, Attitudes and Practices of High School Athletes and Coaches." Guskiewicz K, and Mihalik JR (Awarded November 2008).

Principal Investigator, \$282,000 with National Operating Committee on Standards for Athletic Equipment – "Prospective investigation of sport-related concussion: Relationship between

biomechanical, neuroanatomical, and clinical factors: Part II.” Guskiewicz KM, Mihalik JP, Marshall SW, Smith JK (Awarded: February 2009).

Principal Investigator, \$258,000 with Martek Biosciences, Corp. – “Docosahexaenoic Acid (DHA) Supplementation in Retired Professional Football Players.” Guskiewicz KM, Bailes JM, Marshall SW (Awarded: June 2008).

Principal Investigator, \$165,000 with National Operating Committee on Standards for Athletic Equipment – “Prospective Evaluation of Head Impacts in Youth Ice Hockey: Part II.” Guskiewicz KM, Mihalik JP, Marshall SW, Greenwald R (Awarded: January 2008).

Co-Principal Investigator, \$300,000 with National Operating Committee on Standards for Athletic Equipment – “Hypopituitarism in Retired Professional Football Players.” Kelly D, Guskiewicz KM. (Awarded: February 2008).

Co-Principal Investigator, \$225,000 with The Ontario Neurotrauma Foundation – “Prospective Analysis of Head Impacts Sustained in Bantam-Aged Minor Hockey Players.” Guskiewicz KM, and Montelpare W (Awarded: March 2006).

Principal Investigator, \$160,000 (\$40,000 for 4 years) – National Football League Players’ Association – “Investigating the Health of Retired NFL Players” (Awarded: June 2005).

Principal Investigator, \$240,000 with Medtronic – Sofamor-Danek – “Investigation of Back Pain in Retired Professional Football Players” Guskiewicz KM, Bailes J, Taft T, Hooker D (Awarded: September 2004).

Principal Investigator, \$240,000 with Alzheimer’s Association – “Association between cerebral concussion and mild cognitive impairment (MCI) later in life.” Guskiewicz KM, Kaufer D, McCrea M, Marshall SW, Smith K, Lin W. (Submitted: December 2004 – not funded).

Principal Investigator, \$300,000 with American Health Assistance Foundation – “Association between cerebral concussion and mild cognitive impairment (MCI) later in life.” Guskiewicz KM, Robertson K, Longo F, McCrea M, Marshall SW, Smith K, Lin W, Bailes J. (Submitted: September 2004 – not funded).

Principal Investigator, \$240,000 with Alzheimer’s Association – “Association between cerebral concussion and mild cognitive impairment (MCI) later in life.” Guskiewicz KM, Robertson K, Longo F, McCrea M, Marshall SW, Smith K, Lin W, Bailes J. (Submitted: December 2003 – not funded).

Principal Investigator, \$200,000 with National Football League Charities - “Association between mild traumatic brain injury and neurodegenerative dementing disorders.” Guskiewicz KM, Longo F, McCrea M, Marshall S, Robertson K, Smith K, Lin W, Randolph C, Cantu R, (Submitted: May, 2003 – not funded).

Principal Investigator, \$240,000 with Alzheimer’s Association – “Association between cerebral concussion and mild cognitive impairment (MCI) later in life.” Guskiewicz KM, Robertson K, Longo F, McCrea M, Marshall SW, Smith K, Lin W, Bailes J. (Submitted: December 2002 – not funded).

Co-investigator, \$114,465 with American Orthopaedic Society for Sports Medicine (AOSSM)- “Epidemiology of Jump-Landing Movements and ACL Injury.” Marshall SW, Padua DA, Guskiewicz KM, Yu B, Garrett WE, Kirkendall D (Awarded: December 2002).

Co-Investigator, \$10,000 with National Federation of State High School Associations (NFHS)- "A prospective study on injury assessment, return to play and outcome following concussion in high school athletes." McCrea M, Hammeke T, Guskiewicz KM, et al. (Awarded: June 2001).

Co-Principal Investigator, \$10,000 with National Operating Committee on Standards for Athletic Equipment- "A Prospective Study on Injury Assessment, Return to Play and Outcome Following Concussion in Collegiate Football Players." Guskiewicz KM and McCrea M. (Awarded: July 2000 for continuation of NCAA funded project - see below).

Co-Investigator, \$12,000 with National Federation of State High School Associations (NFHS)- "A prospective study on injury assessment, return to play and outcome following concussion in high school athletes." McCrea M, Hammeke T, Guskiewicz KM, et al. (Awarded: June 2000).

Principal Investigator, \$45,990 with National Operating Committee on Standards for Athletic Equipment- "A Prospective study on injury assessment, return to play and outcomes following concussion in athletes." Guskiewicz KM, McCrea M, Marshall SW, et al. (Awarded: July 1999).

Co-Principal Investigator, \$40,000 with National Collegiate Athletic Association- "A Prospective Study on Injury Assessment, Return to Play and Outcome Following Concussion in Collegiate Football Players." Guskiewicz KM and McCrea M. (Awarded: February 1999).

Co-Investigator, \$1,000 with Mid-Atlantic Athletic Trainers' Association- "Cumulative Effects of Multiple Treatments of Phonophoresis with Dexamethasone on Serum Dexamethasone and Cortisol Levels." Strapp E, Guskiewicz KM, Forman S., et al. (Awarded: April 1999).

Principal Investigator, \$84,095 with National Operating Committee on Standards for Athletic Equipment - "Effect of mild head injury on cognition and postural stability." Guskiewicz KM, Mueller FO, Perrin DH, et al. (Awarded: August 1996).

Co-Principal Investigator, \$10,000 with National Athletic Trainers' Association Research and Education Foundation - "Effect of mild head injury on postural stability." Guskiewicz KM and Perrin DH. (Awarded: June 1996)

Co-Principal Investigator, \$15,000 with National Athletic Trainers' Association Research and Education Foundation - "Effect of mild head injury on cognition and postural stability." Guskiewicz KM and Perrin DH. (Awarded January 1995).

Principal Investigator, \$1,250 with District III - National Athletic Trainers' Association. - "Effect of mild head injury on postural stability and cognition." Guskiewicz KM. (Awarded: April 1995).

### **Local and University Centers:**

Research Director, *Center for the Study of Retired Athletes at UNC-CH*. Secured \$250,000 from internal and external sources to develop and operate the center for the initial 3 years. (Developed: September 2000).

Co- Investigator, \$35,000 with Waukesha Service Club (Charitable Grant). "Neurocognitive Functioning and Brain Activation in Acute MTBI: A Neuropsychological and Functional MRI Study. (Awarded: March 2001).

Co-Investigator, \$2,940 with Injury Prevention Research Center, University of North Carolina- "Response of Bone Mineral Density and Serum Hormone Levels Following Exercise Modifications in Amenorrheic Athletes." Peterson S, Guskiewicz KM, Hackney AC, et al. (Awarded: February 1999).

Co-Investigator, \$3,099 with Injury Prevention Research Center, University of North Carolina- "Cumulative Effects of Multiple Treatments of Phonophoresis with Dexamethasone on Serum Dexamethasone and Cortisol Levels." Strapp E, Guskiewicz KM, Forman S., et al. (Awarded: March 1999).

## **GRANT REVIEW PANELS**

Nine Sigma/General Electric/Under Armour Head health Challenge 2014-2015

National Football League Charities, November 2010 to 2013

National Institutes of Health, Clinical Neuroscience and Disease Study Section, 2005-2010

Alzheimer's Association, 2004-2006

National Athletic Trainers' Association Research and Education Foundation, 1997 to present

Mid-Atlantic Athletic Trainers' Association, 1995-2001

## **CONSULTING**

Under Armour Head Health Challenge; 2013-2014.

Centers for Disease Control and Prevention's (CDC) Traumatic Brain Injury Round Table. Atlanta, GA. October 16 -17, 2012.

Helmet Sensors & Eye Protection and PM-Soldier Protective Equipment, Ft. Belvoir, VA; October 3, 2012.

Defense Centers of Excellence for Psychological Health and Traumatic brain Injury Clinical Standards of Care, Chrystal City, Arlington, VA; July 16-17, 2012.

Defense and Veterans Brain Injury Center (DVBIC), Comparing concussion issues in military personnel to concussion in athletes, Walter Reed Hospital, Washington, DC, September 15-16, 2008.

North Carolina Department of Corrections. Development of a Correction Officer Physical Ability Test (COPAT), October 15, 2006 – April 15, 2008.

ANAM Sports Medicine Battery (ASMB) Working Group; Principal Investigator: Joseph Bleiberg, National Rehabilitation Hospital, Washington, DC, February 2004 – January 2005

North Carolina Criminal Justice & Sheriffs Commission. Development of a New Police Officer Physical Ability Test (POPAT) for Basic Law Enforcement Testing - 2000 (BLET 2000), January 1998 - March 2000

University of Michigan Undergraduate Athletic Training curriculum development, February 2000

Ohio State University Undergraduate Athletic Training curriculum development, October 1998

Becton Dickinson Consumer Products, Conducted at the University of Virginia, October 1993 to February 1994. Vaughan C.L. & Guskiewicz, K.M. "Testing of five sports tapes: A clinical study"

Becton Dickinson Consumer Products, Conducted at the University of Virginia, October 1993 to February 1994. Vaughan C.L. & Guskiewicz, K.M. "Testing of four neoprene braces: A clinical study"

## **MEMBERSHIPS/CERTIFICATIONS**

Athletic Trainer Certified - National Athletic Trainers' Association: Member #890444, Certification #2-1827

American College of Sports Medicine

American Academy of Kinesiology and Physical Education

Athletic Training Research and Education Society - Vice President (1993-1995)

First Aid, CPR & Responding to Emergencies Instructor Certified, American Red Cross

Emergency Medical Service First Responder Certified - Commonwealth of Virginia

First Aid and CPR Certified, American Red Cross

## **OTHER POSITIONS/APPOINTMENTS**

**NCAA Concussion Safety Protocol Committee**, *ACC representative*, 2015 to present

**ACSM/ AMSSM Team Physician Concussion Consensus Statement Writing Group**, 2011

**American Academy of Neurology Practice Parameter Writing Group**, 2010 to 2013

**National Football League's Head, Neck, and Spine Safety Committee**, 2010 to present  
Chair, Equipment Safety and Rules Sub-Committee

**National Collegiate Athletic Association's Concussion Committee**, 2010 to present

**National Football League Player's Association Mackey-White Committee**, 2009 to present

**National Athletic Trainers' Association Convention Committee**, 1998 to 2001  
Program Chair, 2000 Annual Meeting, Nashville, TN., June 28 - July 2, 2000.

**National Athletic Trainers' Association Education Council**, Graduate Program Review Committee, 1999 to July 2005

**National Athletic Trainers' Association Education Council**, Clinical Education Committee, 1997 to 1998

**Chair, National Athletic Trainers' Association Pronouncement Committee on Mild Head Injury**, 1997 to 2004

**Secretary:** *Atlantic Coast Conference Sports Medicine Society*, 1996 to 1999

-- Updated July 2015 --



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

CAROL L. FOLT  
Chancellor

103 SOUTH BUILDING  
CAMPUS BOX 9100  
CHAPEL HILL, NC 27599

T 919.962.1365  
F 919.962.1647  
carol.folt@unc.edu

## Mail Ballot

### Board of Trustees

October 28, 2015

Attached for your review and approval is a memo concerning the terms of appointment and compensation for Kevin Guskiewicz as Dean of the College of Arts and Sciences. This mail ballot will be approved as part of the Consent Agenda at the Full Board meeting on Thursday, November 19, 2015.

The undersigned votes as follows with respect to the recommendation proposed in Chancellor Folt's memorandum dated October 28, 2015.

Approve      Disapprove

Appointment and compensation for Kevin Guskiewicz as  
Dean of the College of Arts and Sciences

☐☐

Signature\_\_\_\_\_

Printed Name\_\_\_\_\_

Date\_\_\_\_\_

Please fax to TJ Scott at (919) 962-1647 or email at [tj\\_scott@unc.edu](mailto:tj_scott@unc.edu)

This mail ballot was approved by majority vote on October 28, 2015 by the following Trustees: Dwight Stone, Haywood Cochrane, Chuck Duckett, Lowry Caudill, Julia Grumbles, Bill Keyes, Allie Ray McCullen, Ed McMahan, Hari Nath, and Houston Summers.





THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

ATTACHMENT B

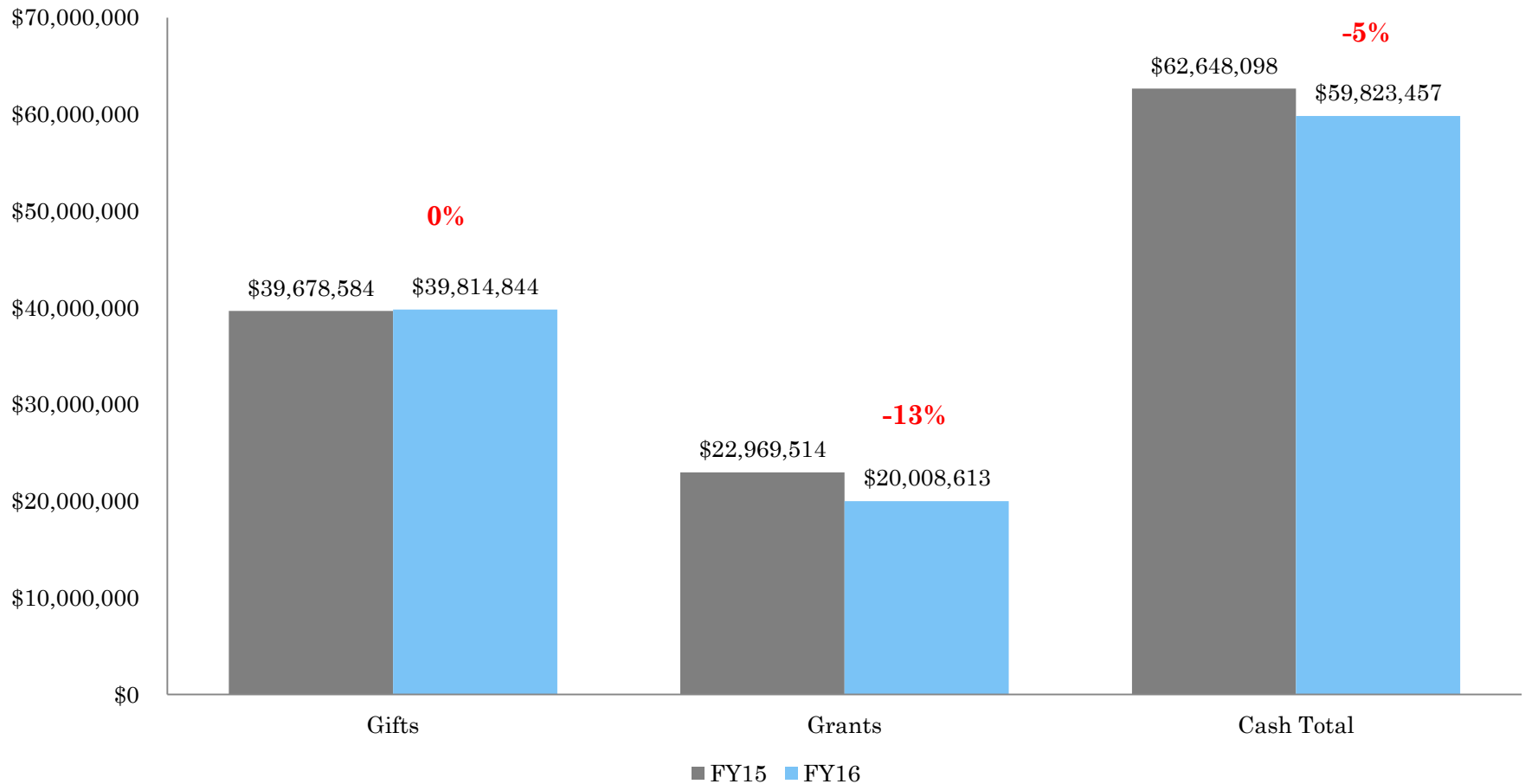
# Development Update

November 18th, 2015

Meeting of the UNC-CH Board of  
Trustees

David S. Routh  
Vice Chancellor for Development

# Cash Totals

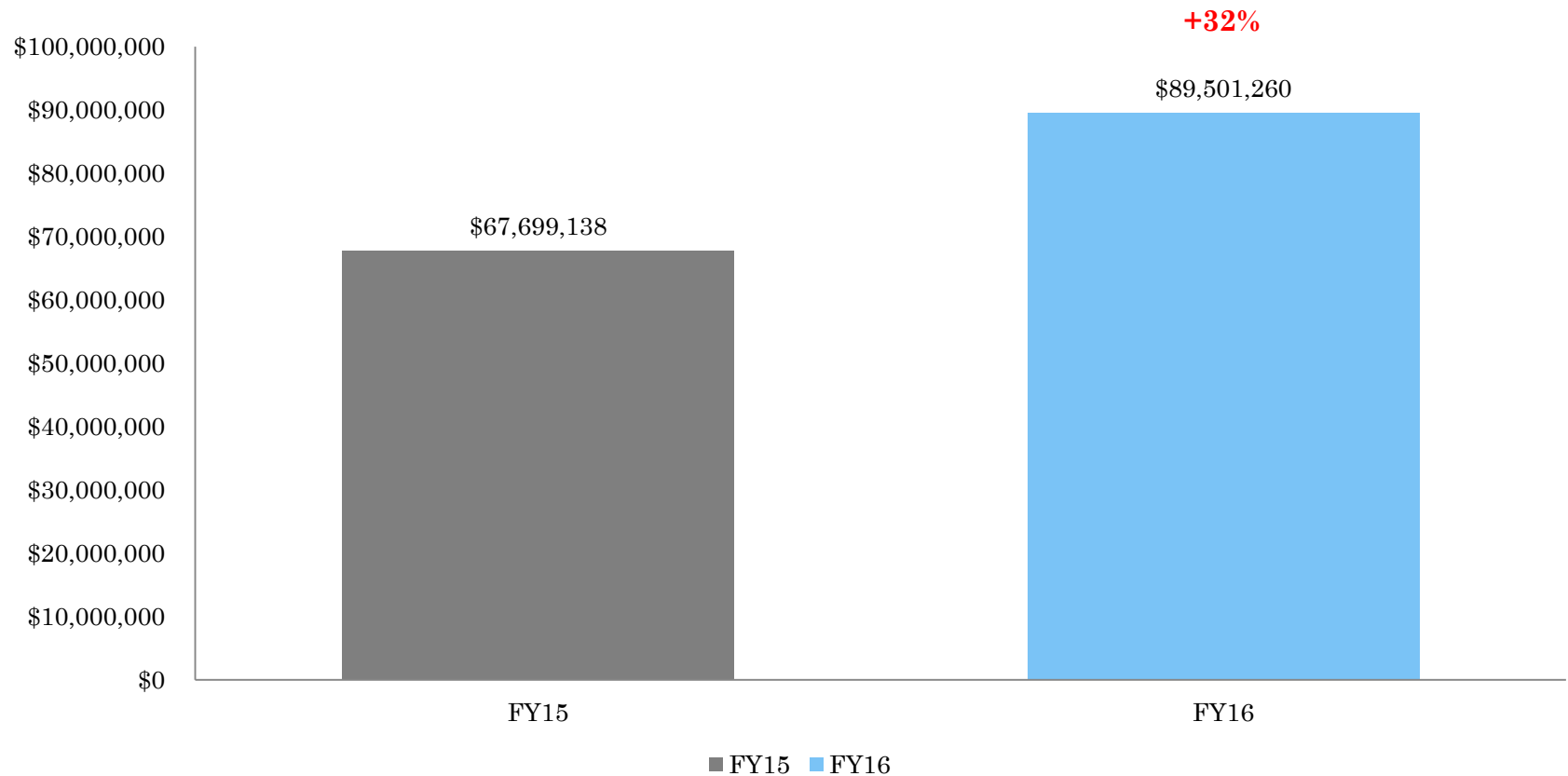


YTD Comparison as of November 16, 2015



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

# New Cash and Commitments Totals

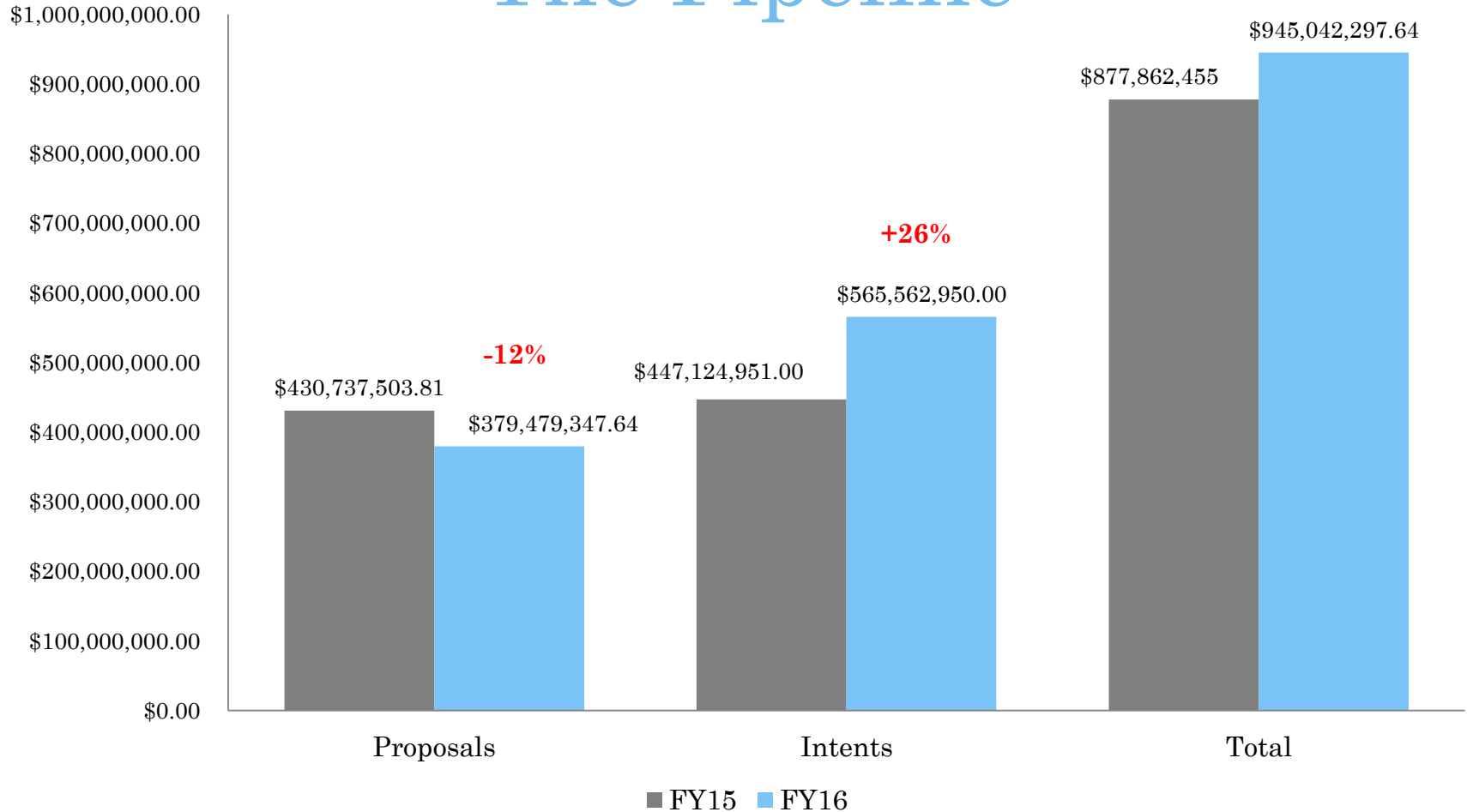


YTD Comparison as of November 16, 2015



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

# The Pipeline



YTD Comparison as of November 1, 2015



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

# Great Start to FY16!

Arts and Sciences: \$12,565,464 (\$9,387,122)

Educational Foundation: \$9,525,480 (\$3,743,018)

Library: \$1,437,425 (\$332,129)

Lineberger: \$12,417,688 ( \$1,629,108)

Medical Foundation: \$11,760,292 (\$6,075,378)

Pharmacy: \$2,056,648 (\$1,560,619)

Public Health: \$4,380,702 (\$1,783,429)

Scholarships & Student Aid: \$5,407,981 (\$1,292,703)







THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

# Development Update

November 18th, 2015

Meeting of the UNC-CH Board of  
Trustees

David S. Routh  
Vice Chancellor for Development

## ATTACHMENT C

### **DESIGNER SELECTION – WILSON HALL ANNEX RENOVATION**

This comprehensive renovation project will provide approximately 61,000 SF of new instructional and research laboratories, support spaces and animal facility for the Department of Biology. The renovation will also address the current building systems, life safety and other deferred maintenance deficiencies.

The project budget is \$31,450,173 and will be funded by University funds.

This project was advertised on September 11, 2015. Twenty (20) proposals were received. Six (6) firms were interviewed on October 21-22, 2015. Members of the Board of Trustees did not participate in the interviews.

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

- |    |                 |               |
|----|-----------------|---------------|
| 1. | FLAD            | Raleigh, NC   |
| 2. | Perkins Eastman | Charlotte, NC |
| 3. | BHDP            | Raleigh, NC   |

The firms were selected for their past performance on similar projects, strength of their consultant team and experience with campus projects.

### **RECOMMENDED ACTION**

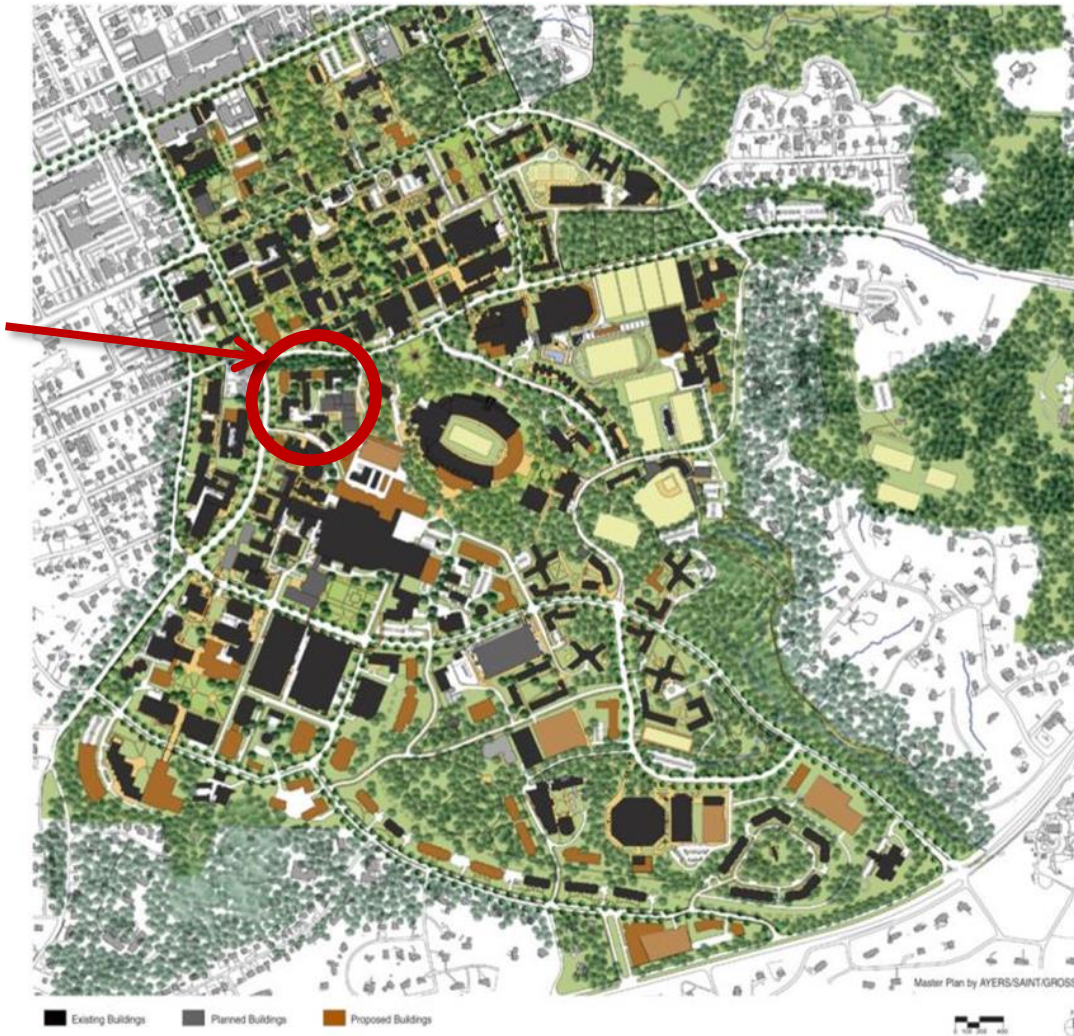
A motion to approve the three firms in the following priority order:

- |    |                 |               |
|----|-----------------|---------------|
| 1. | FLAD            | Raleigh, NC   |
| 2. | Perkins Eastman | Charlotte, NC |
| 3. | BHDP            | Raleigh, NC   |



# WILSON HALL ANNEX RENOVATION

PROJECT SITE



CAMPUS LOCATION MAP



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

BOARD OF TRUSTEES

NOVEMBER 2015



October 2, 2015

**Flad Architects**

Wm. Keith Snead, LEED AP  
Project Manager  
The University of North Carolina at Chapel Hill Department of Facilities  
Planning & Design  
103 Airport Drive, Suite 202e  
Chapel Hill, NC 27599

434 Fayetteville Street  
Suite 1120  
Raleigh, NC 27601  
P 919 865-3523  
F 919 865-3529  
[www.Flad.com](http://www.Flad.com)

Re: Proposal for Design Services  
Wilson Hall Annex Renovation

Dear Mr. Snead:

The Wilson Hall Annex Renovation project will be a transformational project for the Biology Department and the University of North Carolina Chapel Hill campus, with the potential to make a lasting and positive impact in an underutilized facility. We believe a careful assessment and analysis of the existing building's advantages and disadvantages will be the first steps in developing an innovative and efficient re-design of the existing facility in combination with life safety and building mechanical system upgrades, energy performance enhancements, and potential building envelope improvements. We understand that there is a fairly complex history related to poor performance in the aged Annex – in response to this we propose a process that is interactive and iterative to garner broad consensus among stakeholders. We anticipate an outcome that will be innovative and effective for the future of the Biology Department.

To address these issues, we have assembled a highly qualified team that has dealt with similar challenges on similar assignments with very successful outcomes. Following is an overview of our core team – our full team is presented in detail in the Executive Summary on pages 14-16.

Flad Architects will lead our team with national expertise for complex academic projects and a successful and award-winning history of creating meaningful educational environments that are contextually sensitive. Our team has recently completed similar transformative renovation and addition projects; pages 6-13 in the Executive Summary highlight five recent examples.

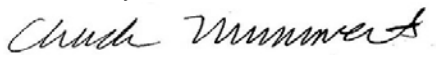
Wagner Architecture has a long history of shared projects with Flad Architects, and a similar work ethic to Flad. Kim Wagner is a former Flad team member and, as a result, she collaborates with our core team members very well. She is also a trusted resource for the Division of Animal Laboratory Medicine (DLAM) across campus.

Affiliated Engineers, Inc. will provide mechanical, engineering, plumbing, and fire protection services. Their expertise in complex assessment and renovation projects will enable us to understand building systems options, associated costs, and level of complexity as we explore renovation and expansion options. We have also included Kramer Engineering Services on our team with a specific focus on the vivarium spaces. Donna Kramer is a trusted resource for vivaria across campus.

Jensen Hughes and Froehling & Robertson will provide code assessment and environmental engineering, respectively. Flad has worked successfully with both consultants on multiple projects, including the UNC-CH Koury Oral Health Sciences Building.

We look forward to a continued discussion about the Wilson Hall Annex Renovation project. Please do not hesitate to contact me should you have any questions at 919.865.7601 or [cmummert@flad.com](mailto:cmummert@flad.com).

Sincerely,

A handwritten signature in black ink, reading "Charles Mummert". The signature is written in a cursive, flowing style.

Charles Mummert, AIA, LEED AP BD+C  
Director North Carolina Office

## **ATTACHMENT D**

### **DESIGNER SELECTION – DAVIE HALL FEASIBILITY STUDY**

This programming and site feasibility study will evaluate the historic and distinctive significances of the existing Davie Hall & Annex buildings, immediate site, and the capacity in the north campus district context against the proposed expansion program of the Department of Psychology and Department of Laboratory Animal Medicine programs operated in Davie Hall.

The project budget is \$290,000 and will be funded by University funds.

This project was advertised on August 17, 2015. Twenty-two (22) proposals were received. Six (6) firms were interviewed on October 29, 2015. Members of the Board of Trustees did not participate in the interviews.

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

- |    |                   |                 |
|----|-------------------|-----------------|
| 1. | Lord Aeck Sargent | Chapel Hill, NC |
| 2. | BBH Design        | Raleigh, NC     |
| 3. | Flad Architects   | Raleigh, NC     |

The firms were selected for their past performance on similar projects, strength of their consultant team and experience with campus projects.

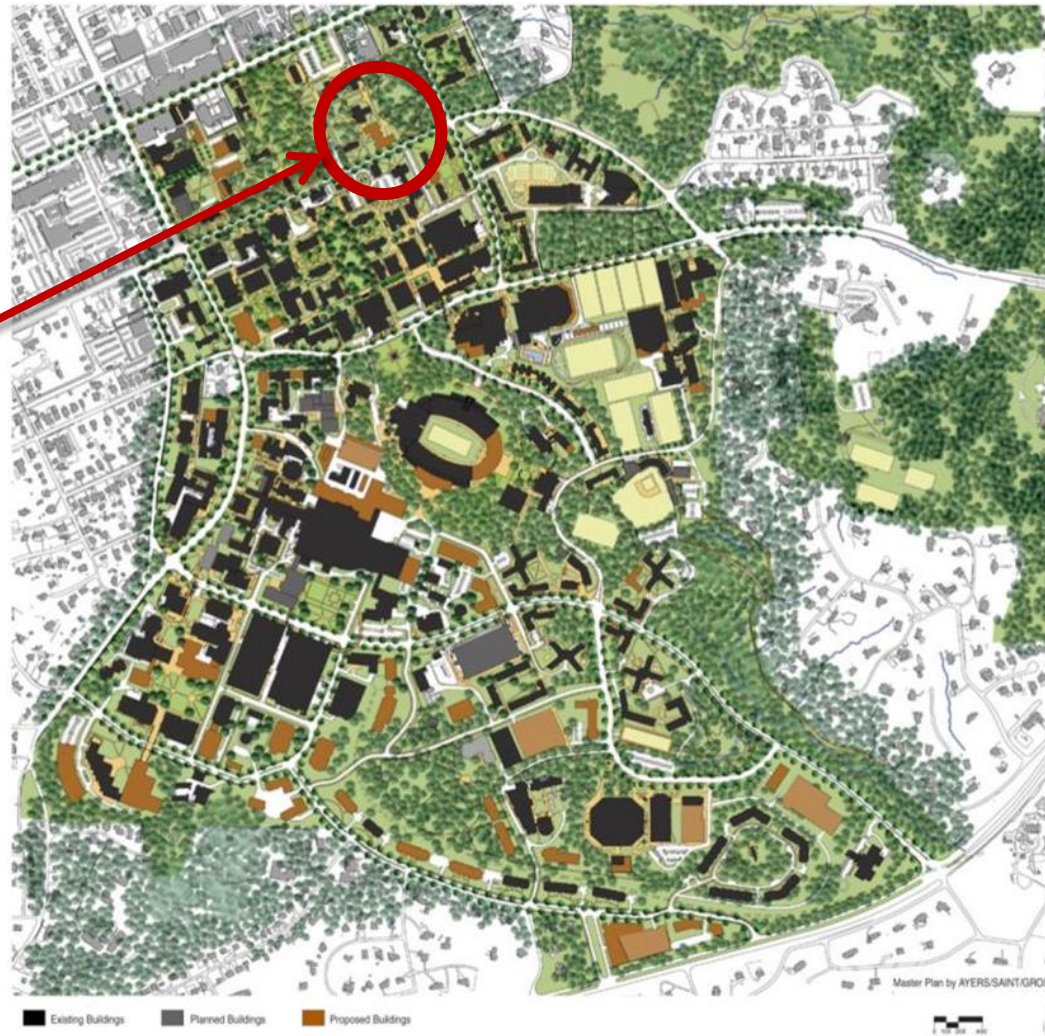
### **RECOMMENDED ACTION**

A motion to approve the three firms in the following priority order:

- |    |                   |                 |
|----|-------------------|-----------------|
| 1. | Lord Aeck Sargent | Chapel Hill, NC |
| 2. | BBH Design        | Raleigh, NC     |
| 3. | Flad Architects   | Raleigh, NC     |

# DAVIE HALL FEASIBILITY STUDY

PROJECT SITE



CAMPUS LOCATION MAP



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

BOARD OF TRUSTEES

NOVEMBER 2015

**Tom Loter, RA, LEED™ AP**

September 24, 2015

Architect

The University of North Carolina at Chapel Hill

103 Airport Drive, Campus Box #1090 Chapel Hill, NC 27599

**Dear Tom:**

Lord, Aeck & Sargent (LAS) appreciates this opportunity to provide our qualifications to the University of North Carolina at Chapel Hill (UNC-CH) and to be considered for your Davie Complex Feasibility Study. We have assembled an outstanding team across LAS's practice areas, which includes Science & Technology, Historic Preservation, Interior Design, Urban Design and Planning and Sustainability. Our in-house expertise in each of these areas, combined with our familiarity with UNC-CH and the NC State Construction Office and our local presence will result in a comprehensive and creative study for this challenging project. The LAS team offers the following specific qualifications:

**Planning for Science**

The architects at Lord, Aeck & Sargent have focused on the design of complex science facilities for more than two decades, completing over \$300 million worth of facilities here in North Carolina alone, including Burnett-Womack, MBRB, and the Genetic Medicine building on the UNC-CH campus. We have great experience in science research facilities, including both complex and highly technical projects and undergraduate teaching environments. Whether large or small, much of this work is flexible lab space that must accommodate changing functions and desires over time. To achieve these results we utilize in-house laboratory planning experts. Having this expertise integrated within the team proves incredibly beneficial to achieving seamless, well-coordinated, and appropriate planning results.

**Campus Planning**

As specialists in design for Higher Education, we understand the critical nature of achieving consensus built from multiple University stakeholders on every one of our projects. We also understand that thorough, thoughtful planning is a critical foundation for a project's success. Most recently through our renovation of the Mary Ellen Jones Building, but with a long history of successful research laboratory projects, LAS has enjoyed a highly collaborative relationship with UNC-CH and we understand the priorities of each of the many groups contributing to a campus construction project.

In addition to UNC-CH, NC State and Duke locally, LAS has contributed to the development of 125 campuses nationwide. While we are well-versed in the particular challenges that are common to all campuses, we appreciate that every institution is unique, with its own culture and character, and that a successful project serves its campus by creating a unique sense of place.

**Historic Preservation and Adaptive Re-use**

LAS has an in-house practice area dedicated to the research, assessment and preservation of historic buildings. We have completed more than 100 reports on National Historic Register contributing structures, and will apply that experience, along with our knowledge of UNC-CH's campus, to this study. We also understand the need to adapt these existing structures to a modern research and teaching environment. At UNC-CH's Mary Ellen Jones Building, and at Duke's Gross Hall, we have recent, relevant experience transforming obsolete 1960's laboratory buildings into modern research environments. We understand the challenges and opportunities and bring lessons learned to the study of the Davie Complex.

**UNC-CH and NC SCO**

LAS has been privileged to be working continuously on the UNC-CH campus for the past 20 years and, as a result, our team fully understands UNC-CH and your goals. Our major consultants have successfully done work or are currently

working at UNC-CH's campus, and together we are well versed with and respectful of UNC-CH's design guidelines, campus master plan and the university's unique requirements. As a team, we have successfully collaborated with the State Construction Office on new buildings and complex renovations not only for UNC-CH but also for NCSU, NCCU, ECU, UNCG and ASU. Any modifications proposed in the Davie Complex study by the LAS team will thoroughly anticipate and include any State requirements.

While we are always excited to work with new clients, we take great pride in the fact that 80% of our work is for repeat clients and we can think of no better endorsement of the quality of service we provide. We strongly encourage you to contact our client references to better evaluate the quality of service we can provide to you.

We greatly appreciate the opportunity to continue working with UNC and are grateful for your consideration.

Sincerely,



Lauren Dunn Rockart AIA

Principal D 919-913-2665

[lrockart@lordaecksargent.com](mailto:lrockart@lordaecksargent.com)



# Specialized Expertise

This team, drawn from our Science & Technology, Historic Preservation, Urban Design and Planning and Interior Design practice areas offers architects and planners who contribute many years of experience to your project, helping to ensure that the most current trends in design and technology are brought to your project. Services that will be important for the Davie Complex study include:

**HISTORIC PRESERVATION AND ADAPTIVE RE-USE** We understand the challenges associated with renovating an existing historic structure and the careful consideration of any modifications. Karen Gravel is an accomplished preservation architect who has worked on many adaptive re-use projects including the Hinman Building at Georgia Tech and the MLK Building in Atlanta. Her experience will bring to the team the ability to research and document the buildings, assess any likely issues to be encountered with historically significant building elements, and recommend economical and appropriate solutions.

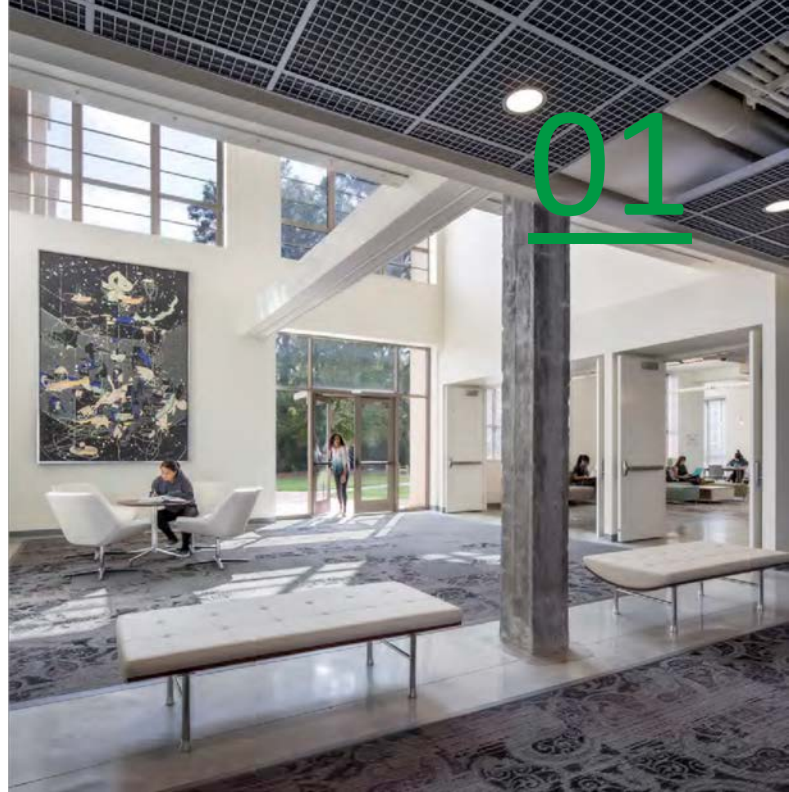
Richard Robison is our exterior envelope specialist and will assist the team with assessment, cost estimating and detailing for any exterior deficiencies encountered. He understands UNC-CH's standards for roofing, waterproofing and envelope performance and will ensure that they are met.

TOP & BOTTOM Campbell Hall Living/Learning Center Agnes Scott College

MIDDLE Ennis Hall Rehabilitation  
Georgia College & State University  
Science & Mathematics Building Meredith College

Some activities include:

- Thorough documentation of the original Davie Hall, identifying character defining features and establishing its role in the Chapel Hill National Register Historic District.
- Thorough documentation of the Davie Hall annex, assessing its historic significance and character-defining features.





- Identification of challenges associated with the existing buildings in creating a modern teaching and research environment, including structural limitations on floor to floor heights and appropriate open laboratory module spacing, limited access to natural light, outdated mechanical and electrical systems, and accessibility.
- Identification of appropriate opportunities for improvement, including modernization of engineering systems, removal of interior structure to create open collaboration areas, strategic replacement of windows or skin, additions or replacement of all or part of the buildings.

#### CAMPUS AND SITE PLANNING

The LAS Urban Design & Planning team (formerly Urban Collage) has with a background in architecture, planning, urban design and education, and brings a unique perspective to developing master plans or precinct plans that are based upon the district's educational philosophy and community needs. Our planners assist institutions of higher education to comprehensively analyze strategic approaches to improving areas from entire campuses to precincts to the specific circumstances of individual facility challenges. The strength of the team lies in their breadth of experience, working not only for educational institutions, but local governments, non-profit organizations and neighborhoods. Our planning philosophy is focused on helping our clients understand constraints, make informed decisions, communicate their vision effectively and achieve their goals and objectives. Our unique approach and

technical analysis seeks to create outstanding educational facilities and integrate them within the larger structure of their surroundings.

#### LABORATORY PROGRAMMING

In the past 15 years alone, the firm has completed more than 5 million square feet of laboratory space and is nationally recognized for its leadership in the design of innovative science teaching and research facilities. We combine our design talent with advanced technology to integrate the environment with the people and equipment requirements. Each design is a specific response to the Client's unique approach to research, philosophy and context. We are proud of our long-standing reputation for providing exceptional service to repeat clients including Duke University, Rice University, Vanderbilt Human and Agricultural Biosciences Building I Virginia Tech

University, Emory University, the University of Michigan and UNC-CH, to name a few. The matrix on the opposite page is a selection of LAS's extensive portfolio of STEM teaching and research projects, most of which include renovation work.

Our laboratory planning team, led by Ben Elliott, will assist with benchmarking and right-sizing laboratories, with personal service to meet often with user groups to establish goals, and collect current and projected research and teaching needs. The programming activity is critical to establishing the size and cost of the future building





renovation, addition or replacement. Some considerations include:

- Provide expert guidance to UNC-CH based upon national experience in the planning and design of science research and learning environments.
- Provide flexible and adaptable research environments that will serve UNC-CH at day one and long into the future.
- Work with our Engineering Consultants to plan and integrate appropriate, efficient and maintainable systems that will serve the needs of the Researchers.
- Identify activities appropriate to take place in open environments versus closed laboratory spaces

#### VIVARIUM PLANNING



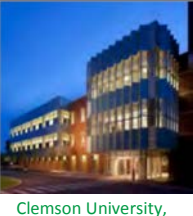
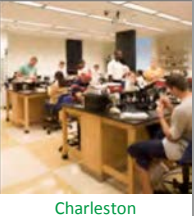


The assessment of the Vivarium, and understanding its unique, high-performance requirements, are critical to proper design and function. Kim Wagner, with will bring to

the study her national expertise and substantial knowledge of UNC's DLAM. Donna Kramer with KES will provide her experience with mechanical, electrical and plumbing systems unique to the animal facilities. Both professionals are currently partnered with LAS on the Mary Ellen Jones Building Renovation in the same roles.







#### SUSTAINABILITY

As a firm, we have demonstrated a long-term commitment to the integration of sustainable design and energy-efficiency strategies into our planning and building projects. On every project, we look for opportunities to stretch scarce resources and to improve every occupant's experience in our buildings or on our campuses. We are proud to have 57 LEED Certified buildings, including the LEED Platinum Arizona Biodesign Institute. Jim Nicolow, our director of Sustainability, will consult with the team and project stakeholders to make sure that recommendations incorporated into the study represent sound environmentally responsible strategies.


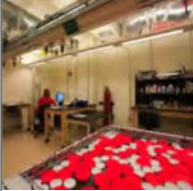
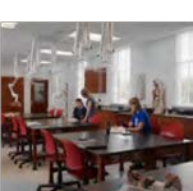



# Teaching & Research Lab Experience







						
	Albright College, Merner-Pfeiffer Science Building	Bryn Mawr College, Park Sciences Complex Strategic Planning	Clemson University, Rhodes Hall Bioengineering Building Annex	Charleston Southern University, Interdisciplinary Science Building	Christopher Newport University, Mary Brock Forbes Science Building	Davidson College, Dana Laboratories Building
Project Type	Renovation Addition	Strategic Planning	Addition	Renovation Addition	Renovation Addition	Renovation Addition
Laboratory Type	Teaching Research	Teaching Research	Teaching Research	Teaching Research	Teaching Research	Teaching Research
Classrooms	✓	✓	✓	✓	✓	✓
Collaborative Spaces	✓	✓	✓	✓	✓	
Master Planning	✓	✓	✓			
Sustainability	Certified Silver	✓	Certified Gold	✓	✓	

						
	Davidson College, Martin Hall Chemistry Renovation & Addition	East Carolina University, Flanagan Hall Renovation	Eastern Michigan University, Mark Jefferson Science Complex	Florida State University, Life Sciences Teaching & Research Center	LaGrange College, Science Building Renovation and Addition	Lenoir-Rhyne University, Science Building Renovation & Addition
Project Type	Renovation Addition	Renovation	Renovation Addition	New	Renovation Addition	Renovation Addition
Laboratory Type	Teaching Research	Teaching Research	Teaching Research	Teaching Research	Teaching Research	Teaching Research
Classrooms	✓	✓	✓	✓	✓	✓
Collaborative Spaces	✓		✓	✓	✓	✓
Master Planning			✓	✓		✓
Sustainability		✓	Certified Gold	Certified	Targeting Certified	Targeting Silver

						
	Meredith College, Science & Mathematics Building	North Carolina State University, Riddick Research Center Renovation	Presbyterian College, Science Complex	Southern Polytechnic State University Physics Laboratory Renovation	Transylvania University, Brown Science Center Renovation	University of Akron Auburn Science & Engineering Center
Project Type	New	Renovation Addition	Renovation Addition	Renovation	Renovation	Renovation
Laboratory Type	Teaching Research	Teaching Research	Teaching Research	Teaching	Teaching	Teaching Research
Classrooms	✓	✓	✓	✓	✓	✓
Collaborative Spaces	✓	✓	✓		✓	✓
Master Planning	✓		✓			
Sustainability	✓	✓	✓			

						
	University of Cincinnati, Rieveschl Hall Renovations	University of Houston, Multiple Science Renovations	University of Tennessee, Science Education & Research Center	University of West Florida, School of Science & Engineering	Valdosta State University, Interdisciplinary Science Center	Wesleyan College Munroe Science Center
Project Type	Renovation	Renovation	New	New	New	New
Laboratory Type	Teaching   Research	Teaching   Research	Teaching   Research	Teaching   Research	Teaching   Research	Teaching   Research
Classrooms		✓	✓	✓	✓	✓
Collaborative Spaces	✓	✓	✓	✓	✓	✓
Master Planning	✓	✓	✓		✓	
Sustainability	✓	✓	Targeting Silver	Certified Gold	✓	✓



# 02

## Similar Projects

We have compiled a snapshot of relevant LAS projects on the following pages that we believe demonstrates our ability to synthesize a wide range of information to create a comprehensive set of considerations and recommendations. Most of our projects begin with some level of feasibility study but we have highlighted those that included assessing an existing or historic structure, planning a campus precinct and programming for scientific research and teaching.



# Mary Ellen Jones Research Building Renovation

University of North Carolina  
Chapel Hill, NC

**Full Building Renovation**  
228,000 sf | \$83m

The 228,000 sf Mary Ellen Jones Research Building, completed in 1978, is under-going a full renovation to provide new laboratories, offices, a vivarium, public spaces and collaborative amenities to support the UNC School of Medicine.

Our work at the Mary Ellen Jones Building began with a Feasibility Study, to assess potential strategies to renovate or expand the building. This study also included a precinct analysis which recommended the addition of an elevated plaza to connect the building the pedestrian circulation network and realize the campus master plan. The study defined a path forward for transforming the existing, outdated, and highly compartmentalized laboratories into more open and flexible facilities in alignment with the dynamic, collaborative and interdisciplinary research taking place at UNC. Exterior work includes recladding a significant portion of the building with a high-performance curtainwall system – significantly enhancing the quality of the working environment and allowing for views and daylighting within interior spaces.

LAS has also been involved in the planning for research occupants for the building, including the programming and design for the following groups:

Biomedical Engineering, Computational Genomics, Thrombosis and Hemostasis, Dermatology, Pediatrics, Neurosciences and DLAM. The third floor of the building will also



contain a shared public collaboration area with conference rooms and gathering spaces.

## References

### Masaya Konishi

Associate Director, Facilities Planning  
919-843-5103 [mkonishi@fac.unc.edu](mailto:mkonishi@fac.unc.edu)

### Rob Kark

University Program Manager  
919-966-2441 [rob\\_kark@unc.edu](mailto:rob_kark@unc.edu)

## Relevance

- Feasibility Study
- UNC-CH and NC SCO Experience
- 1960's Building Renovation
- Laboratory/Research

# Gross Hall for Interdisciplinary

## Innovation

**Duke University**  
**Durham, NC**

135,900 sf | \$25.6m

### Relevance

- 1960's Building Renovation
- Laboratory/Research/Teaching

Lord Aeck Sargent has completed a series of phased renovations to the existing Gross Hall. Originally abandoned and slated for demolition, these renovations have transformed the building into a vibrant community for interdisciplinary research and teaching. The creation of a new, multi-departmental "hub" in the heart of Duke's campus brings together a diverse collection of centers and initiatives from across disciplines, including numerous departments within the School of Engineering.

Renovations have addressed a variety of space types, including numerous highly flexible, modular wet and dry research laboratories to support constantly changing and evolving research initiatives. The lower basement levels of the building were interconnected and converted into research and teaching space associated with large and small scale electro-mechanical equipment and fabrication. This creates a unique facility at Duke with the ability to house a wide range of course-related, co-curricular and entrepreneurial-fabrication focused projects and activities.

Notable throughout is the attention that has been given to establishing highly-collaborative, formal and



students interested in energy and the environment. Facilities within the project also include audio-visual and technology-rich



"smart" classrooms, project-based teaming spaces, faculty and staff offices and administrative space. A sky-lit atrium "Winter Garden" connects the second and third floors and intentionally brings together diverse campus groups for gathering and teaching activities.

### Reference

#### Paul Manning

Director, Office of Project Management  
919-660-4221  
[paul.o.manning@duke.edu](mailto:paul.o.manning@duke.edu)

## Ken and Blaire Mossman Building

**University of Tennessee**  
**Knoxville Knoxville, TN**

222,032 sf | \$85.5m

### Relevance

informal social spaces within the phased renovations. These include the "Energy Hub," which has revitalized the first floor of the building into vibrant and engaging social space to foster informal collaboration between graduate and undergraduate



- Laboratory/Research/Teaching
- Historic Precinct Evaluation
- STEM Master Plan
- Psychology

The facility contains flexible laboratory space, laboratory support space, vivarium, shared core labs, teaching labs, general purpose classrooms, student spaces, and administrative spaces. The Departments planning to conduct research in this building include Biochemistry Molecular Biology (BCMB), Microbiology, Nutrition, and Psychology. Additional space is being provided for administrative and business functions associated with the Division of Biology.

The exterior of the building reinforces the collegiate gothic campus style. The standard campus brick and cast stone trim is used in a traditional manner with punched windows and sloping roofs featuring gable ends. At the same time, the design includes elements that distinguish the building as a 21<sup>st</sup> century science building such as extensive use of glazing for daylighting the labs and public spaces, exterior sun shading devices and metal panels at selected locations.

A 225-seat auditorium and café will accompany the labs and classrooms in the facility. The ground level amenities will include exterior seating and a new courtyard with views of the historic Hoskins Library. LAS has also been retained by UTK to create a STEM

10 Master Plan.

## References

**Dave Irvin**

Associate Vice Chancellor for Facilities 865-974-2415 [irvin@utk.edu](mailto:irvin@utk.edu)

## Medical Biomolecular



## Research Building

**University of North Carolina  
Chapel Hill, NC**

227,000 sf | \$64.5m

**Relevance**

# 02

- Laboratory/Research/Teaching
- UNC-CH and NC SCO Experience
- Precinct Plan

The Medical Biomolecular Research Building (MBRB) was developed to house a variety of research types related to the growing field of Biomolecular Research. Connected to two adjacent research facilities, the research center is contextually sensitive to its neighbors, yet it possesses distinguishing characteristics.

The center's laboratory space was designed to accommodate ever-changing research trends and provide flexibility for changing departmental assignments.

This nine-story building contains:

- 500-seat and 200-seat auditoriums
- Videoconferencing and distance learning
- 177,000 gsf of biomolecular research labs
- 24,000 gsf of dry laboratory space
- Support and mechanical space
- 20,000 gsf animal facility
- 7,000 mouse cages
- Interstitial service corridors

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## Masaya Konishi

Associate Director, Facilities Planning 919-843-5103 [mkonishi@fac.unc.edu](mailto:mkonishi@fac.unc.edu)



## Reference



# Campus Master Plan & Chidley North Residence Hall

## North Carolina Central University Durham, NC

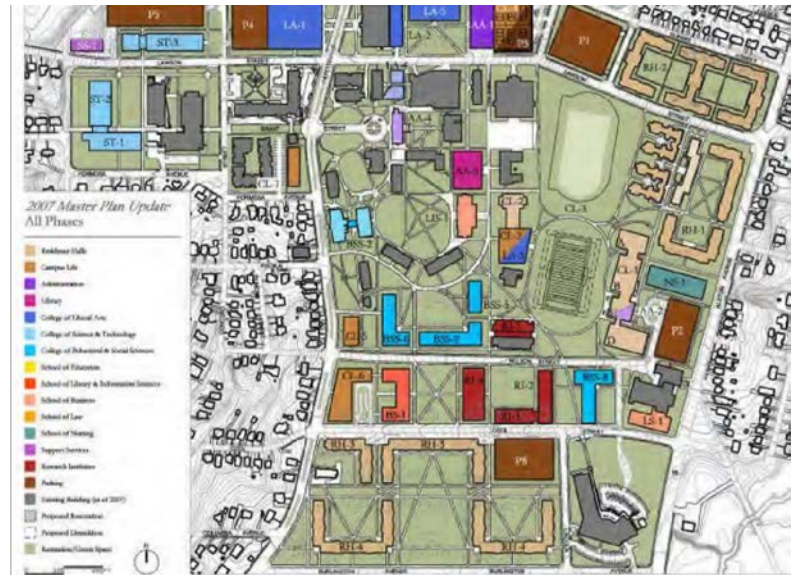
133,361 sf  
\$23.6m  
LEED® Gold  
520 beds



At NCCU LAS worked with the university to create a campus master plan. As part of the first phase of the master plan implementation, LAS established a new housing precinct plan which included a feasibility assessment for the rehabilitation or reconfiguration of the much-beloved Chidley Hall.

Originally constructed in 1946, Chidley Hall serves as an anchor for the residential precinct centered on this side of campus. It's outdated 1950's Annex was evaluated and ultimately demolished to improve the precinct. The new facility, Chidley North, located adjacent to the historic Chidley Hall, is a 133,000 sf, 520-bed building that creates a new residential green between the buildings.

The LEED Gold building has insulated concrete form exterior walls, CMU interior walls and precast plank flooring. The HVAC system was designed to meet NC requirements of exceeding ASHRAE 90.1 by 30%.



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## Reference

### Timothy McMullen, RA

Director of Design & Construction 919-530-7944 [tmcmullen@nccu.edu](mailto:tmcmullen@nccu.edu)

## Relevance

- Historic Building Assessment
- Campus and Precinct Plan
- NC SCO Experience

## Hinman Building Rehabilitation

**Georgia Institute of Technology  
Atlanta, GA**

37,750 sf  
\$9.1m  
LEED® Gold



The Hinman Research Building was the first building on the campus of the Georgia Institute of Technology dedicated to industrial research. The Hinman Research Building was partially funded by the Works Progress Administration and built in 1939 for \$70,000. It was later expanded in 1951.

In 2008, the Lord Aeck Sargent / Office dA team was hired to rehabilitate and adapt the Hinman Research building for the Georgia Tech College of Architecture. The 33,250 sf building was expanded to include an additional 1,250 sf of floor space in the high research bay. The rehabilitated building is devoted to graduate architecture and industrial design education and related research programs. Provisions were made for design studios, computer labs, jury and pinup areas as well as informal and formal public spaces. The design approach for the Hinman Research Building included a thoughtful rehabilitation of the building's historic features and the insertion of forward-looking studio space that links the past to the future and produces a unique and rich environment for the study of architecture.

### Awards



*Architect Magazine*, 2011 P/A (Progressive Architecture) Award Citation

Georgia Trust for Historic Preservation, 2012 Excellence in Rehabilitation Award

*Interior Design Magazine*, 2011 Best of the Year Award - Domestic Education category

AIA Georgia, 2011 Design Awards Program - Honor Award

### Reference

**Howard Wertheimer, AIA**

Director, Capital Planning & Space Management

404-385-7604 [howard.wertheimer@spaceplan.gatech.edu](mailto:howard.wertheimer@spaceplan.gatech.edu)

### Relevance

- Historic Building Assessment and Preservation
- Adaptive Reuse
- Teaching Spaces

## Martin Luther King Jr. Federal Building Rehabilitation

**U.S. General Services Administration  
Atlanta, GA**

350,000 sf  
\$62m  
LEED® Gold



Lord Aeck Sargent planned and designed the rehabilitation of the Martin Luther King Jr. Federal Building in downtown Atlanta.

Constructed in 1933 as the main U.S. Post Office for Atlanta, the building houses the Southeastern headquarters for the U.S. General Services Administration. The building carries the cultural distinction of being the first named in honor of the late Rev. Martin Luther King Jr.



The LEED Gold Certified project is a fusion of rehabilitation, restoration and sustainable design. Important character-defining features of the building, such as the historic postal lobby, stairways, interior finishes, marble and granite facade and historic steel windows, were preserved, while the remainder of the building was rehabilitated to include Class A office space, modernized elevators and updated electrical and HVAC systems. The rehabilitation design was inspired by the building's rich history as a post office and by its commemoration of Dr. King.

Sustainable design features include high efficiency mechanical and lighting systems, low flow plumbing fixtures, landscaping with native plants, incorporation of daylighting strategies and commuter friendly elements such as bicycle racks and changing facilities.



## Reference

### Audrey Entorf

Preservation and Fine Arts Officer 404-562-0671 [audrey.entorf@gsa.gov](mailto:audrey.entorf@gsa.gov)

## Relevance

- Historic Building Assessment and Preservation
- Adaptive Reuse
- Offices and Collaboration Spaces

# Park Sciences Complex Strategic Planning

**Bryn Mawr College**  
**Bryn Mawr, PA**

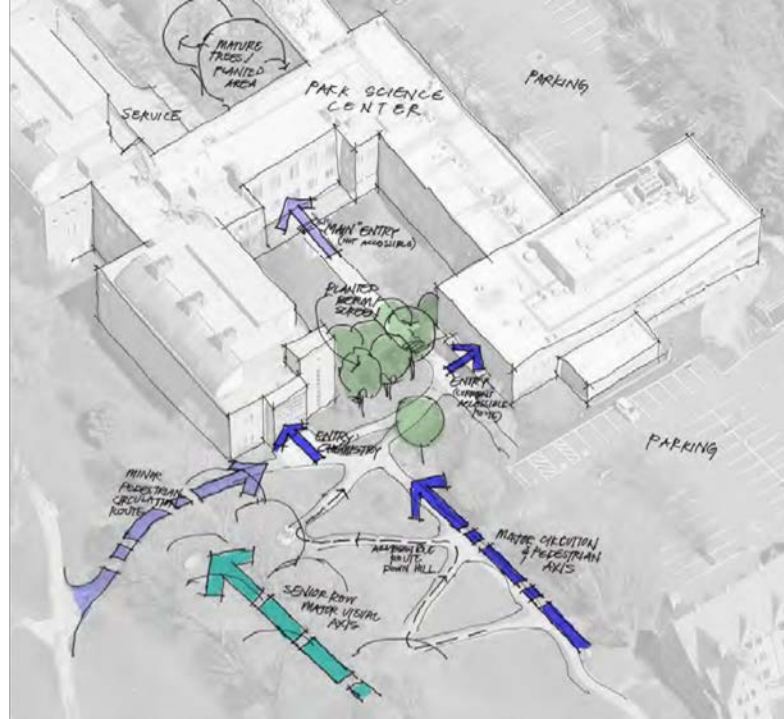
175,000 sf

The Park Sciences Complex consists of more than 175,000 sf of undergraduate and graduate science and research facilities. The original building dates from the 1930's and subsequent additions and renovations have taken place up to the present. The most recent major addition is the Chemistry Wing dating from 1993.

Services Included:

- On-site review of the existing facilities and infrastructure.

DavieHallComplexFeasibilityStudy



- Review and assessment of the existing and proposed academic program needs, relative to the



## Reference

current space assignments. Our team proposed modified space allocations based on determined needs.

- Development of a strategic architectural program, along with conceptual planning alternatives.
- Development of benchmarking cost and budget information.
- Development of a phasing plan to address the implementation of these changes over time.
- Revit models were used to help project stakeholders visualize the various concepts.

### Joseph Marra

Senior Architect 480-965-3392  
[jmarra@brynmawr.edu](mailto:jmarra@brynmawr.edu)

## Relevance

- Existing Building Assessment
- Laboratory/Research/Teaching
- Precinct Plan

# North Avenue Corridor Study

Georgia Institute of Technology  
Atlanta, GA

The North Avenue Corridor Study was developed to establish a conceptual plan for campus development along North Avenue, more fully integrate the corridor into the Georgia Tech Campus, and to identify necessary transportation and circulation improvements.

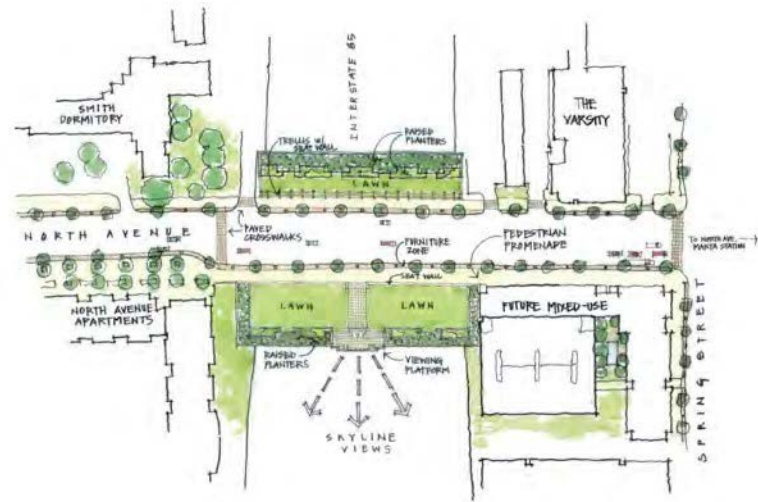
Specific recommendations called for consistent streetscaping of North Avenue from the Downtown Connector to Northside Drive, a new plaza in front of Bobby Dodd Stadium, and removal of walls and fencing to open the lawn at Tech Tower to North Avenue. Future campus development on the south side of

North Avenue planned for student support facilities, expansion of the Alumni House, administrative office space, and faculty housing opportunities. Georgia Tech retained Urban

Collage\* to direct the corridor study and to move the North Avenue Corridor Plan toward implementation. The team oversaw the design of the campus and open space improvements along North Avenue. The design included a drop off area and pedestrian improvements in front of two dormitories, a pedestrian and event plaza in front of Bobby Dodd Stadium, significant renovations to the Lawn at Tech Tower and North Avenue streetscape enhancements.



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## Reference

**Howard Wertheimer, AIA**

Director, Capital Planning & Space Management

404-385-7604 [howard.wertheimer@spaceplan.gatech.edu](mailto:howard.wertheimer@spaceplan.gatech.edu)

## Relevance

- Campus Plan

*\*Services in this project were completed by Urban Collage prior to joining Lord Aeck Sargent.*

# Patterson Hall Renovation & Condition Assessment

**University of Kentucky  
Lexington, KY**

34,000 sf | \$10.9m

## Relevance

- Existing Building Assessment
- Adaptive Reuse
- Offices, Teaching and Collaboration Spaces

As the first women's dorm on the University of Kentucky campus, Lord Aeck Sargent was honored to have the opportunity to restore this magnificent building and ensure its continued use far into the future. The first task was to evaluate current condition of the building and determine short term action items needed to maintain the building during the next 2-3 years. The second task was to evaluate long term programmatic solutions for the building as they relate to the historic fabric of the building and proposed neighboring programmatic functions in that area.

DavieHallComplexFeasibilityStudy



Used exclusively as a dormitory until 2014, LAS was tasked with re-purposing the building as a Living/ Learning Center.



The building program contains seven 25-person classrooms, two 45-person classrooms, numerous smaller seminar/conference rooms, study rooms, informal study lounges and faculty offices as well as three apartments for visiting scholars. The existing central informal gathering space will remain. A full technology upgrade will provide the most modern teaching methods and blanket Internet service throughout the building.

Mechanical, electrical and fire-protection interventions

**24** will be reorganized in tightly controlled zones that

are carefully designed to be clean and non-intrusive. Side-porches that were removed will be restored and a roof deck will be incorporated into them to create a wonderful second-story outdoor gathering space.

As part of an upgrade to modern building codes, a new elevator will be installed and two new egress stairs will be added. Not only serving as a life-safety upgrade, the stair towers serve as the first building block of a future addition to the rear of the building, which will become a second and more public "front" facing a large green space on Martin Luther King Boulevard once the adjacent Blazer Hall is demolished in 2017.

Serving as the historic centerpiece to the new dormitories surrounding it, and serving as their "living room", Patterson Hall

# 02

will be a surviving jewel of the campus for another 100 years and LAS is proud to have been part of that process.

## Reference

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**Mary Vosevich**

VP for Facilities Management/Chief Facilities Officer  
859-257-7958 *mary.vosevich@uky.edu*



## **ATTACHMENT E**

### **DESIGNER SELECTION – ENERGY SERVICES UTILITY IMPROVEMENTS IN ACADEMIC AFFAIRS AREA**

This project will improve the utility services to Swain and Abernethy Halls and to several academic buildings in the vicinity of Lenoir Drive.

The project budget is \$5.7 million and will be funded by University funds.

The Project was advertised on October 5, 2015. Five (5) proposals were received. Three (3) firms were interviewed on November 11, 2015. Members of the Board of Trustees did not participate in the interviews.

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

- |                               |                 |
|-------------------------------|-----------------|
| 1. Affiliated Engineers, Inc. | Chapel Hill, NC |
| 2. RMF Engineering            | Raleigh, NC     |
| 3. McKim and Creed, Inc.      | Raleigh, NC     |

The firms were selected for their past performance on similar projects, strength of their consultant team and experience with campus projects.

### **RECOMMENDED ACTION**

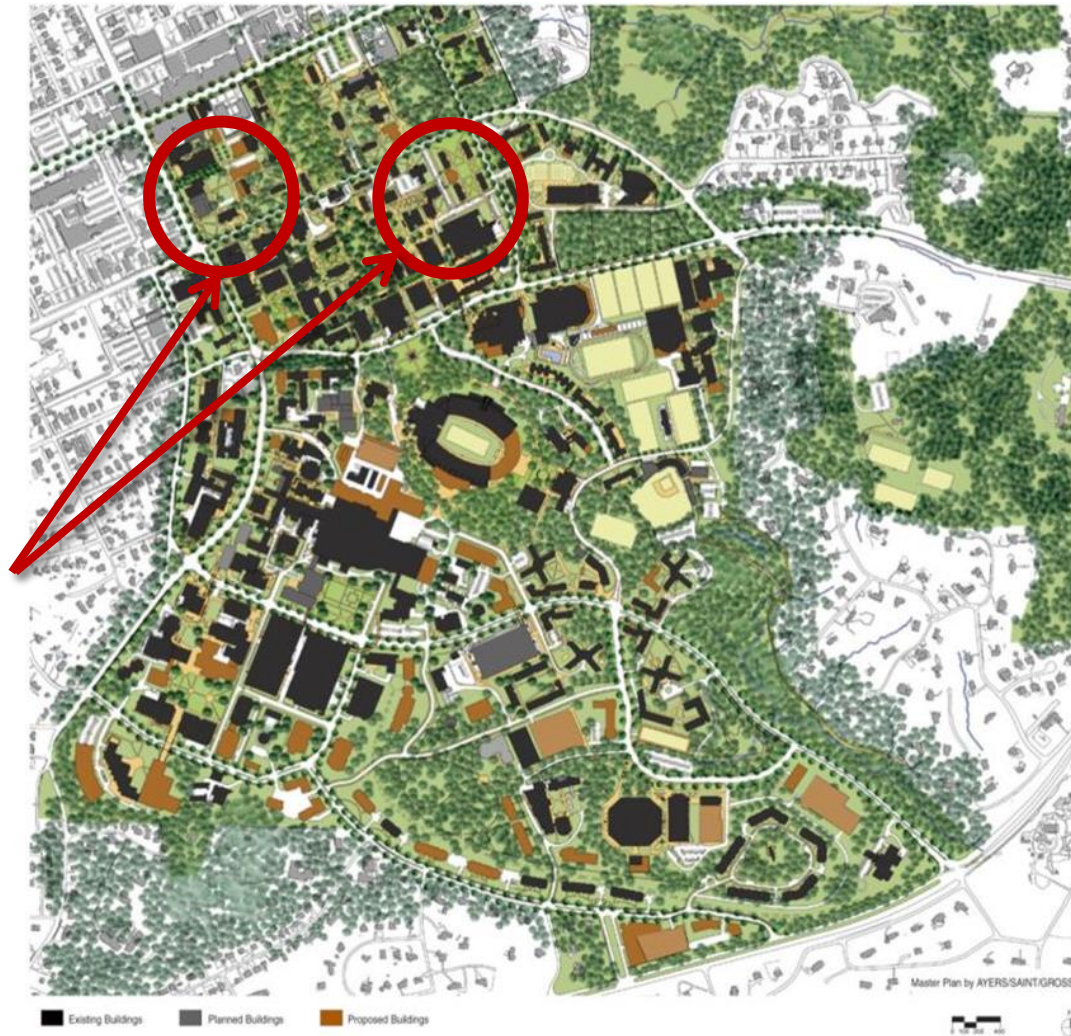
A motion to approve the three firms in the following priority order:

- |                               |                 |
|-------------------------------|-----------------|
| 1. Affiliated Engineers, Inc. | Chapel Hill, NC |
| 2. RMF Engineering            | Raleigh, NC     |
| 3. McKim and Creed, Inc.      | Raleigh, NC     |



# ENERGY SERVICES UTILITY IMPROVEMENTS

PROJECT SITE



CAMPUS LOCATION MAP



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

BOARD OF TRUSTEES

NOVEMBER 2015

## **ATTACHMENT F**

### **DESIGNER SELECTION – CAMPUS CAMERA SYSTEM UPGRADES**

The UNC Chapel Hill campus has approximately eighty (80) existing closed circuit television (CCTV) security cameras distributed throughout the campus exterior spaces. The objective of this project is to upgrade the existing CCTV system for the entire campus. This project will evaluate, integrate, standardize and expand the existing CCTV infrastructure.

The project budget is \$3.5M and will be funded by University funds.

This project was advertised on October 5, 2015. Six (6) proposals were received. Three (3) firms were interviewed on November 12, 2015. Members of the Board of Trustees did not participate in the interviews.

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

- |    |               |             |
|----|---------------|-------------|
| 1. | McKim & Creed | Raleigh, NC |
| 2. | RDK Engineers | Durham, NC  |
| 3. | Dewberry      | Raleigh, NC |

The firms were selected for their past performance on similar projects, strength of their consultant team and experience with campus projects.

### **RECOMMENDED ACTION**

A motion to approve the three firms in the following priority order:

- |    |               |             |
|----|---------------|-------------|
| 1. | McKim & Creed | Raleigh, NC |
| 2. | RDK Engineers | Durham, NC  |
| 3. | Dewberry      | Raleigh, NC |

## **ATTACHMENT G**

### **DESIGN APPROVAL – PIT AREA SIDEWALK IMPROVEMENT**

This project will improve the walkways and other site amenities around the Pit area. This area has a number of issues related to aging pavement and landscape. Differential settling of the sidewalk over time has resulted in many potential tripping hazards and water ponding during rainfall events. Additionally, aging trees have caused pavement upheaval and are in decline. Pedestrian congestion is an ongoing problem related to the current configuration of site walls and landscape material. This project seeks to remedy these issues.

The project budget is \$2.3M and will be funded by University funds.

The Board of Trustees reviewed the project at its May 2015 meeting.

The design has been reviewed by the Design Review Committee.

The Chancellor's Buildings and Grounds Committee approved the project at its May 2015 meeting.

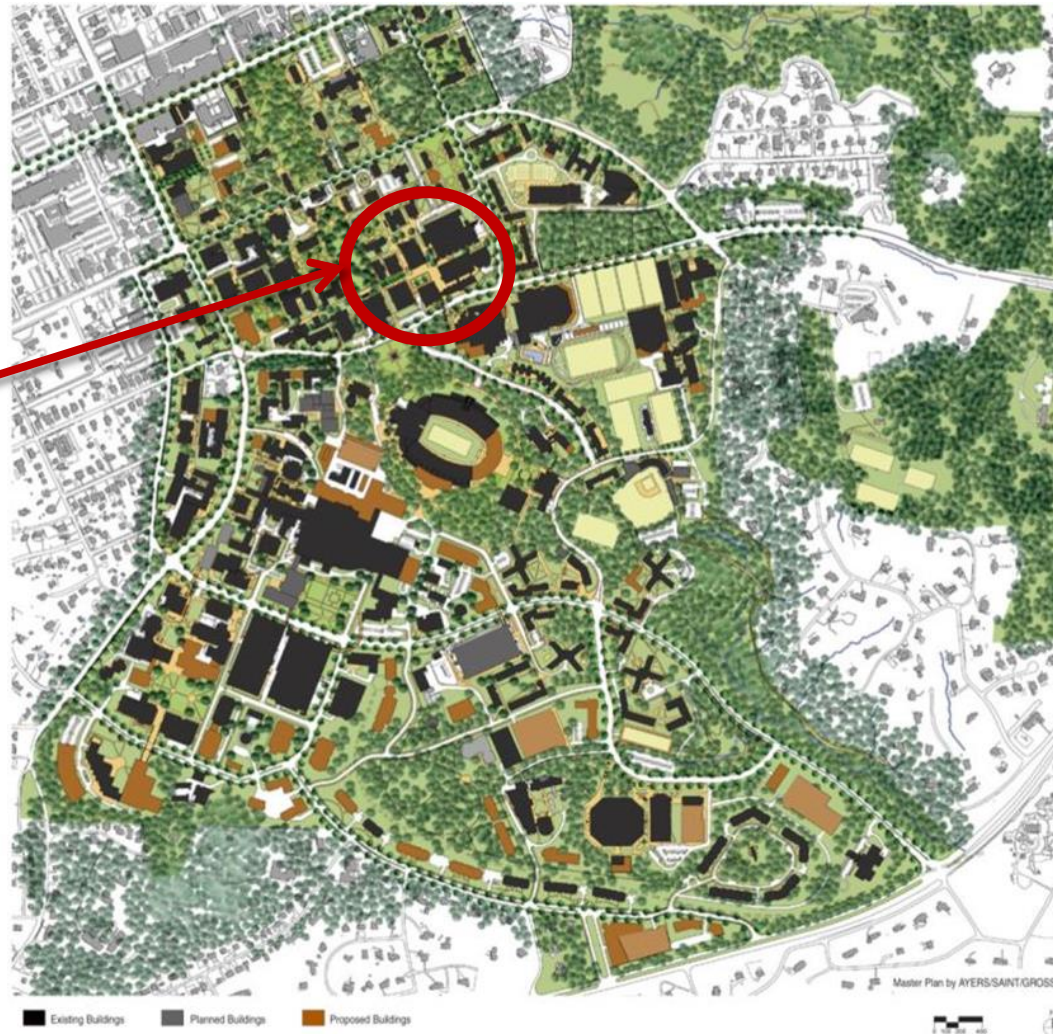
### **RECOMMENDED ACTION**

A motion to approve the design.



# PIT AREA SIDEWALK IMPROVEMENTS

PROJECT SITE



## CAMPUS MASTER PLAN



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

BOARD OF TRUSTEES

NOVI

# PIT AREA SIDEWALK IMPROVEMENTS

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PROJECT AREA



N

LOCATION MAP



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

BOARD OF TRUSTEES

NOVI



# PIT AREA SIDEWALK IMPROVEMENTS

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DRAINAGE

EXISTING VEGETATION



SEATING



SITE LIGHTING



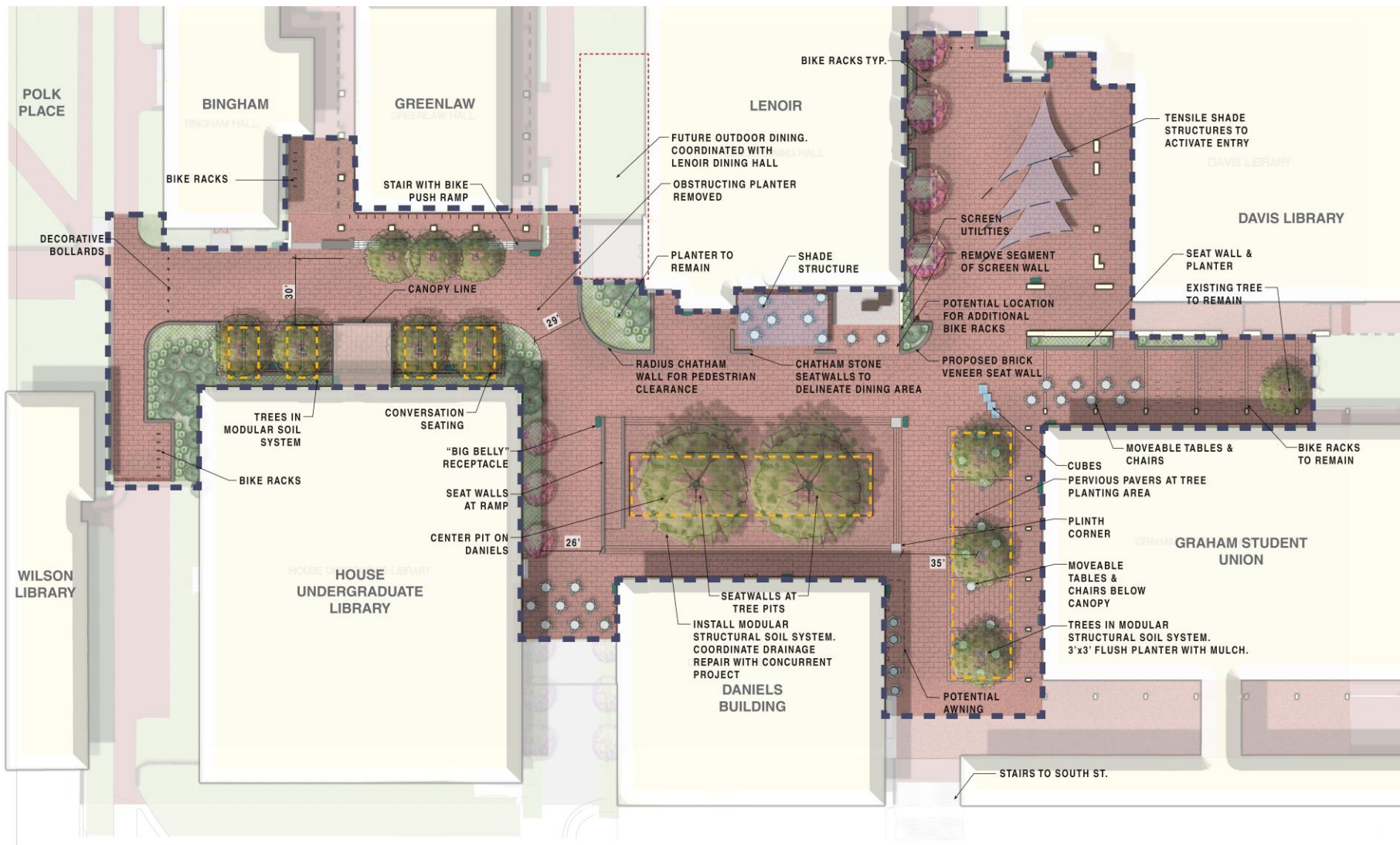
EXISTING CONDITIONS



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

BOARD OF TRUSTEES

NOVEMBER 2015



#PitProject

PIT AREA MASTER PLAN

SCALE: 1"=20'



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL



ColeJenest  
& Stone

PLAN

BOARD OF TRUSTEES

NOVEMBER 2015



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL



# PIT AREA SIDEWALK IMPROVEMENTS

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GREENLAW CORRIDOR EXISTING



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

BOARD OF TRUSTEES

NOVEMBER 2015



# PIT AREA SIDEWALK IMPROVEMENTS

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## GREENLAW CORRIDOR PROPOSED



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

BOARD OF TRUSTEES

NOVEMBER 2015

## **ATTACHMENT H**

### **ANNUAL ENDOWMENT FUND REPORT**

Board of Governors' regulations require that the institution's Board of Trustees submit to the Board of Governors an annual report on the endowment fund. The annual report for the fiscal year ending June 30, 2015 is attached. The Endowment Board approved this report at its meeting on October 16, 2015.

### **RECOMMENDED ACTION**

A motion to approve the June 30, 2015 annual report of the endowment fund and to transmit the report to the Board of Governors.

Endowment Fund  
The University of North Carolina at Chapel Hill

Annual Report  
Year Ended June 30, 2015

We are pleased to report that for fiscal year 2015, The University of North Carolina at Chapel Hill Endowment Fund (Endowment Fund) recorded a significant increase in its market value. During the fiscal year ended June 30, 2015, the market value of the Endowment Fund increased by \$109.7 million to end the year at \$1.38 billion. This increase in market value resulted from the combination of positive investment performance and the continuing generosity of donors to the Endowment Fund. The components of the \$109.7 million increase in fiscal 2015 are 1) net investment return of \$119.0 million, plus 2) net gifts and bequests totaling \$54.9 million, less 3) \$64.2 million distributed for program spending.

Over 99% of the Endowment Fund's assets are invested in The University of North Carolina at Chapel Hill Foundation Investment Fund, Inc. (Chapel Hill Investment Fund), which in turn invests all of its assets in the UNC Investment Fund, LLC (UNC Investment Fund). The Endowment Fund also owns several commercial properties in Chapel Hill, North Carolina, that collectively represent less than 1% of the Endowment Fund's total value. For the fiscal year ended June 30, 2015, the UNC Investment Fund generated an investment return of 9.3%. This return compares to the Strategic Investment Policy Portfolio ("SIPP") benchmark return of 3.2% and a more traditional Global 70/30 Portfolio (70% MSCI All Country World Index / 30% Barclays Aggregate Bond Index) which returned just 1.1%. The UNC Investment Fund's 12.3% annualized three-year return also outperformed both SIPP and the Global 70/30 Portfolio which returned 9.4% and 9.6%, respectively. For the five- and ten-year periods ended June 30, 2015, the UNC Investment Fund outperformed its long-term return target of CPI plus 5.5% with investment returns of 10.8% and 8.6%, respectively. This CPI plus 5.5% long-term return target reflects the goal of preserving the purchasing power of UNC Investment Fund after inflation and spending. A detailed description of the asset allocation of the Endowment Fund is provided on the following page along with aggregated asset class and benchmark returns.

The \$64.2 million distributed from the Endowment Fund for spending in fiscal year 2015 represented 5.1% of the Endowment Fund's beginning market value. This amount was computed in accordance with the distribution policy of the Chapel Hill Investment Fund. These funds were distributed to the University for spending on programs supported by the corresponding endowed accounts. The Board of the Chapel Hill Investment Fund authorized a 1.2% increase in the annual distribution rate for fiscal year 2016. This increase is consistent with the spending policy target threshold of increasing the rate by CPI each year.

Mr. Lowry Caudill served as the Chairman of the Endowment Fund Board of Trustees during the year. Other members of the Board were David Carroll, Max Chapman, Jr., John Ellison, Chancellor Carol Folt, Peter Grauer, Steve Lerner, Sallie Shuping-Russell, and John Townsend.

The Board of Trustees of The University of North Carolina at Chapel Hill has approved all transfers from the Endowment Fund for expenditures as recommended by the Chancellor. All expenditures have been made in accordance with the terms of the applicable gift, devise or bequest.

Respectfully submitted,

The Board of Trustees of the Endowment Fund  
of The University of North Carolina at Chapel Hill

**ENDOWMENT FUND**  
**THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL**

**Asset Allocation as of June 30, 2015**

Long Biased Equity	\$400,898,886	29.1%
Long/Short Equity	275,153,662	20.0%
Diversifying Strategies	100,431,087	7.3%
Fixed Income	108,685,697	7.9%
Private Equity	266,899,052	19.4%
Real Estate	92,726,784	6.7%
Energy & Natural Resources	70,164,184	5.1%
Cash & Other	60,533,806	4.4%
<b>Total</b>	<b>\$1,375,768,312</b>	<b>100.0%</b>

**Asset Class and Benchmark Returns**  
**for Fiscal Year Ended June 30, 2015**

<b>Public Equity Strategies</b>	<b>8.4%</b>
<i>Blended Equity Benchmark*</i>	<i>1.4%</i>
<b>Non-Equity Strategies</b>	<b>1.6%</b>
<i>Blended Non-Equity Benchmark*</i>	<i>2.6%</i>
<b>Private Partnerships</b>	<b>15.9%</b>
<i>Blended Composite Benchmark*</i>	<i>6.5%</i>
<b>Cash &amp; Other</b>	<b>0.0%</b>
<i>90-Day T-Bill</i>	<i>0.0%</i>
 <i><b>Total UNC Investment Fund</b></i>	 <i><b>9.3%</b></i>
<i><b>Strategic Investment Policy Portfolio</b></i>	<i><b>3.2%</b></i>

\*Blended benchmarks reflect weighted SIPP benchmarks for the underlying asset classes.

ATTACHMENT I

# UNIVERSITY OF NORTH CAROLINA

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## INDOOR FOOTBALL PRACTICE FACILITY STUDY

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11.16.15



# EDDIE SMITH FIELD HOUSE

## EXISTING FACILITY PHOTOS





## INDOOR FOOTBALL PRACTICE FACILITY

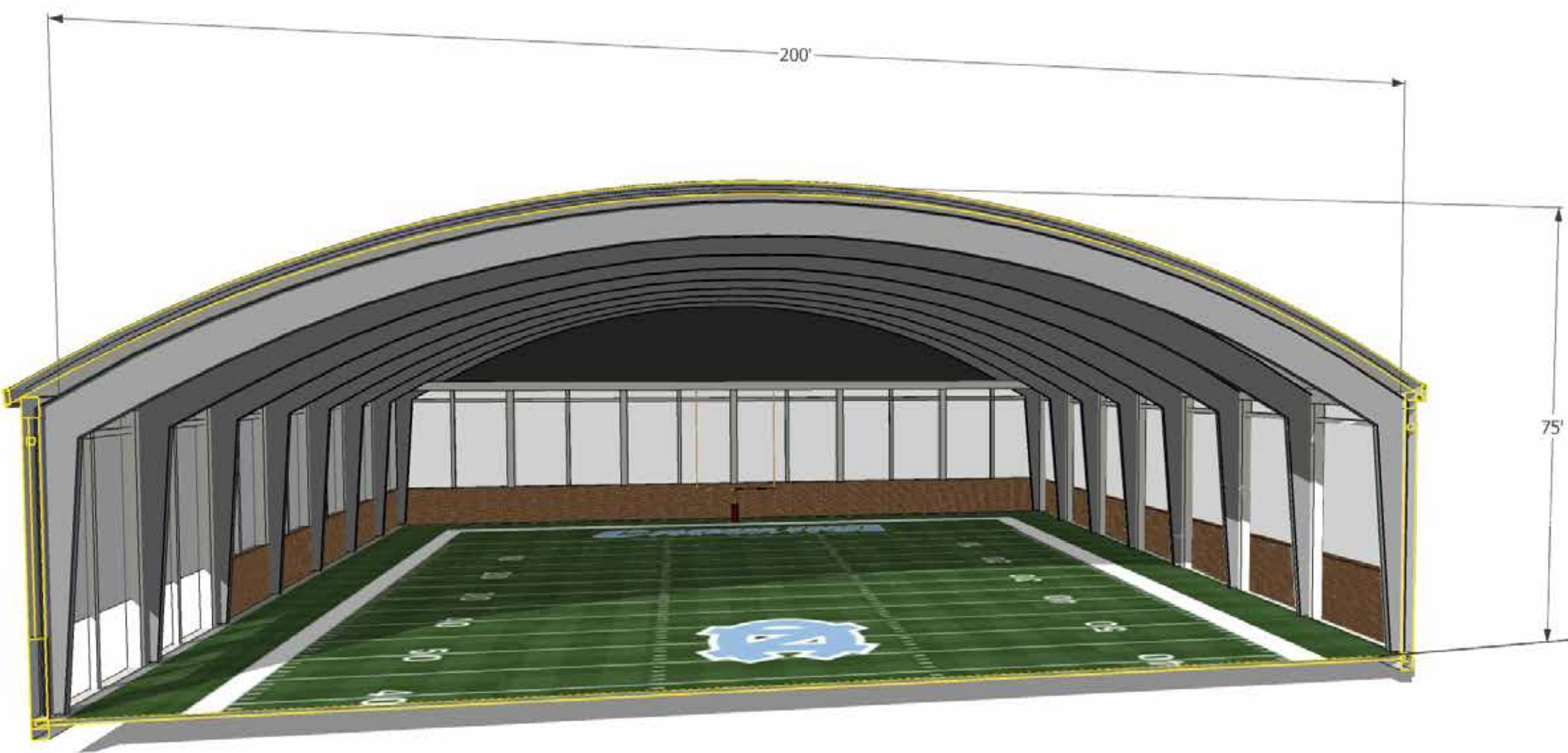
100 YARD INDOOR PRACTICE FACILITY - AXON CUTAWAY





# INDOOR FOOTBALL PRACTICE FACILITY

INDOOR FOOTBALL PRACTICE FACILITY - SECTION



## INDOOR FOOTBALL PRACTICE FACILITY

INDOOR FOOTBALL PRACTICE FACILITY - AERIAL VIEW





## EDDIE SMITH FIELD HOUSE

INDOOR FOOTBALL PRACTICE FACILITY - EXTERIOR FIELD LEVEL VIEW





THE UNIVERSITY  
*of* NORTH CAROLINA  
*at* CHAPEL HILL

**ATTACHMENT J**

# Financial Update

November 18, 2015

Matthew M. Fajack

Vice Chancellor for Finance and Administration



# Agenda

- UNC-Chapel Hill FYE 15 (Prelim) vs FYE 14 (Audit)
- Income Statement Highlights
- FY 15-16 State Operating Budget Allocations
- State of NC Prior Year Recap
- State of NC Economic Outlook



# Income Statement – FYE 15 and FYE 14

<b>Revenues</b>	<b>FY2015</b>	<b>FY2014</b>
<i>Operating Revenues:</i>	(Preliminary)	(Audited)
Student tuition and fees, net	\$395,005,215	\$361,770,560
Patient services, net	323,700,133	312,054,448
Federal grants and contracts	716,563,873	641,518,512
State and local grants and contracts	17,226,880	35,071,213
Non-governmental grants and contracts	106,761,998	143,564,204
Sales and services, net	461,579,399	458,458,394
Interest earnings on loans	1,167,156	822,910
Other operating revenues	9,280,125	2,871,956
<b>Total operating revenues</b>	<b>2,031,284,779</b>	<b>1,956,132,197</b>
<b>Expenses</b>	<b>FY2015</b>	<b>FY2014</b>
<i>Operating Expenses:</i>		
Salaries and benefits	1,505,426,030	1,467,756,494
Supplies and materials	188,308,238	159,906,582
Services	886,631,027	715,832,709
Scholarships and fellowships	119,452,838	112,449,587
Utilities	88,372,804	85,156,899
Depreciation and amortization	136,492,665	130,438,445
<b>Total operating expenses</b>	<b>2,924,683,602</b>	<b>2,671,540,716</b>
<b>Operating loss</b>	<b>(893,398,823)</b>	<b>(715,408,519)</b>





## Income Statement – FYE 15 and FYE 14

Non-Operating Revenues (Expenses)	FY2015	FY2014
State appropriations	479,186,534	482,727,867
Non-capital grants -- student financial aid	36,232,220	18,621,786
Other non-capital grants	88,596,395	122,610,959
Non-capital gifts, net	155,065,095	97,416,148
Investment income (net of investment expense of \$8,215,727 in FY15 and \$4,894,702 in FY14)	195,406,736	258,372,237
Interest and fees on debt	(67,458,622)	(66,217,726)
Federal interest subsidy on debt	2,107,038	2,109,311
Gain (Loss) on sale of assets	(7,867,599)	-
Other non-operating expenses	40,498,390	(6,161,644)
<b>Net non-operating revenues</b>	<b>921,766,187</b>	<b>909,478,938</b>
<b>Income before other revenues, expenses, gains, or losses</b>	<b>28,367,363</b>	<b>194,070,419</b>
Capital appropriations	1,600,000	4,313,326
Capital grants	29,630,524	41,506,762
Capital gifts	11,260,732	5,898,596
Additions to endowments	19,697,293	25,608,504
<b>Increase in net position</b>	<b>90,555,912</b>	<b>271,397,607</b>





# Income Statement Highlights

- The University maintained its solid financial position at June 30, 2015 with net position increasing \$91 million for the fiscal year:
  - » Operating revenues increased 3.8% to \$2.0 billion in FY15 from \$1.9 billion in FY14, driven by increases in student tuition and fees and federal grants and contracts but were mitigated by 50.9% and 25.6% decreases in state and local grants and contracts and non-governmental grants and contracts;
  - » Tuition rates for fiscal year 2014-2015 remained stable for undergraduate residents and increased 11.7 percent for undergraduate non-residents, 4.2 percent for graduate residents, and 1.4 percent for graduate non-residents;
  - » Overall grants and contracts revenue grew by approximately 2.5%, with growth in federally sponsored awards being offset slightly by reductions in State and non-governmental sponsored awards;
  - » Operating expenses increased 9.5% to \$2.9 billion in FY15 from \$2.7 billion in FY14, driven by changes in service expenses and supplies and materials expenses; and
  - » Non-operating revenues and expenses increased 1.43% to \$922 million in FY15 from \$909 million in FY14, driven by higher non-capital gift receipts.



# FY 15-16 State Operating Budget Allocations

FY 2015-16 Base Budget \$480,065,674

## **Additions to Base Budget:**

### Campus Specific:

Morehead Area Health Education Center	8,000,000
Medical Scholars Program	1,000,000
UNC Core	1,000,000
Less: Hunt Institute	(737,230)

Total Additions to Base Budget 9,262,770

## **Reductions to Base Budget:**

Management Flex Reduction	(4,036,857)
Enrollment Change Funding	(491,559)
Smart Initiatives	(486,728)

Total Reductions to Base Budget (5,015,144)

Adjusted FY 2015-16 Base Budget \$484,313,300



# State of NC Prior Year Recap

- The first half of fiscal year 2014-2015 showed a moderate growth pattern with an increase in the pace of economic activity.
- Global uncertainties along with a harsh winter temporarily stalled the economy in the winter, but growth was restored by early spring.
- Overall growth for the fiscal year matched the consensus forecast; however collections were \$447.5 million (2.1%) above the \$21 billion general fund forecast, attributable to two factors affecting income tax collection:
  - » Corporate taxable profits accelerated as wages remained low and write-offs on losses from the recession dwindled, pushing collections 21.2% above forecast expectations;
  - » Timing in personal income tax collections from changes meant lower monthly withholding revenue, but higher final payments and smaller refunds in April. Prior forecast didn't fully capture those dynamics.
- Personal income tax collections were \$193.1 million above the \$10.9 billion forecast and refunds were \$366 million less than had been expected.
- Sales tax collections improved over last year as expected, and were on target \$7.6 million above forecast.
- Corporate income tax came in \$232.5 million above forecast, falling 2.2% over last year despite a reduction in tax rate from 6.0% to 5.0%.



# State of NC Economic Outlook

- Economic activity continues to move at a steady, moderate pace. To date, there is no sign of an accelerating economy on the horizon.
- While the economy does continue to improve, the pace is not strong enough to produce a robust job market. The most recent Wall Street Journal forecasts of macroeconomic activity foresees remaining at the current pace for the next two years.
- Despite this improvement, 77% of those economist believe the economy faces more downside than upside risk, with global economic conditions being cited as the biggest concern.
- State economic forecasts continue to expect the growth in overall economic activity to remain at or slightly below average. While robust expansionary growth is not projected, solid, steady growth is anticipated throughout the current biennium.
- The employment outlook for the state has stabilized and additional improvement is anticipated. Non-farm employment is expected to experience gains of 2.3% the first year of the biennium, compared to 2.5% this past fiscal year (Non-farm employment is excepted to net 90,000 – 100,000 jobs).



# State of NC Economic Outlook

- Matching this outlook, Babson Capital / UNC Charlotte Economic Forecast projects Non-farm employment will grow by 115,000 jobs in calendar year 2016, and inflation-adjusted economic activity is expected to increase by 2.8%.
- The pace of employment growth should help improve the state's labor market and place greater pressure on wages to rise.
- Wages are expected to grow by 4.1% during the fiscal year, well ahead of the last fiscal year's estimated growth of 3.5%.
- For overall wage income to grow at a stronger pace, non-farm employment will need to meet a projected growth of 2.3%.
- The unemployment rate was 5.9% in August (compared to 6.0% in August 2014). Over the next six months, the unemployment rate is expected to remain above 5.5%.

## **UNC School of Medicine Regional Educational Program in Wilmington**

**Situation:** The University of North Carolina at Chapel Hill School of Medicine (UNC SOM) proposes designating our core teaching site at South East Area Health Education Center (SEAHEC) in Wilmington, in collaboration with New Hanover Regional Medical Center (NHRMC), a new geographic educational program.

**Background:** UNC medical students have been learning on clinical rotations in Wilmington for decades. Rotations occur at Southeast AHEC, New Hanover Regional Medical Center, and surrounding clinics. Required clerkships in Surgery, Internal Medicine, Obstetrics and Gynecology, and Family Medicine are already delivered at this site, as are many fourth year electives. The experience for students has been superb.

The curriculum at the UNC School of Medicine has changed to better prepare students to effectively function in the modern health care environment. In the new curriculum, it is most effective for students to stay in one clinical setting for a full year. In their core clinical year, medical students will now experience three rotations of 16 weeks duration. They include Community Based Longitudinal Care, Care of Specific Populations, and Hospital, Interventional, and Surgical Care. Each of these can be completed in Wilmington. In addition, students take a year-long didactic course called Intensive Integration.

The accreditation body for medical schools, the Liaison Committee for Medical Education (LCME) requires that sites where students stay for a full year be designated as a geographically separate educational program. LCME leaders visited the Wilmington site in July and were pleased with its preparation and ability to support students for a full year of curriculum. The faculty in Wilmington are prepared to educate students for the entire year long curriculum and appropriate student supports have been identified.

If approval is obtained, the current plan for 2016-17 is to send 4-6 students to Wilmington for their clinical year. If successful, we envision that over time that number may increase up to 12 students per year.

Faculty who teach in Wilmington are adjunct faculty of the UNC School of Medicine already. The New Hanover Regional Medical Center (NHRMC) and the South East Area Health Education Center (SEAHEC) as part of the larger North Carolina Area Health Education Center (NC AHEC) have been actively engaged in medical education for over forty years. With a Graduate Medical Education Committee that oversees the four residency programs of (Internal Medicine, OB/Gyn, Surgery and Family Medicine) in addition to a Department of Student Services facilitating the entry of medical students from UNC into clinical sites and a very active Continuing Education Department, there is a significant infrastructure already in place.

The Wilmington Regional Educational Program model will support the education of medical students who will call Wilmington their home during their clinical years. This

expansion will build on a tradition of excellence in education. The UNC School of Medicine TEC curriculum will be implemented and complimented by the NHRMC physician community. Specific emphasis will be placed on population health and physician leadership utilizing foundational knowledge in quality improvement through LEAN methodology and training so as to prepare students to be successful in our rapidly transforming healthcare system. Educational strategies will be developed to address the specific needs of the area, particularly in primary care and underserved specialties. Students will be exposed to rural medicine through our partnerships and training opportunities in 4 rural counties and encouraged to explore that career option. Although students will have access to research opportunities, it is not the intention of this campus to be research focused.

The curriculum will be delivered by a combination of on-site faculty (e.g., lectures and small-group discussions) and main-campus faculty (e.g., videoconferencing and pre-recorded interactive modules). The experiences will be based in the clinical setting with clinically-focused teaching in Wilmington. Students will return to Chapel Hill for occasional day-back experiences.

As we work to both educate these students in the third and fourth year, we will also place emphasis on recruiting them to our residency programs. If a student does undergraduate training in rural centers and then an AHEC residency, the statistics report 70% will stay in rural NC.

Students will be evaluated in the same manner as those at the main campus. Initially, NBME shelf tests and OSCEs will be done at the main campus. Clinical evaluations and other assessments will be delivered remotely. Grading will be accomplished by the same methods with the final grade assigned by the main-campus clerkship director.

The curriculum of the regional educational program will provide comparable experiences, with each clerkship director of the branch campus working in partnership with the equivalent clerkship director of the main campus and participating in the Application Phase Committee that coordinates clerkships. The goals, competencies, patient types and settings, metrics, grading, and other assessments and evaluation pieces will be the same.

The curriculum of the program will be managed by an Assistant Dean who is a physician and faculty member at the Wilmington program. This administrator will participate in monthly meetings of the Education Committee and the Application Phase Committee (the committee coordinating the third-year curriculum) on the main campus and will coordinate clerkship directors and students on the branch campus. Currently the program director, Dr. Joe Pino, already serves in this role in managing the four clerkships and additional fourth year experiences that are already offered in Wilmington. When the program is designated a regional program, the program director will be designated an Assistant Dean for the School of Medicine.

UNC School of Medicine funds, in addition to AHEC funds, have been used to support preceptors and a campus director in Wilmington for years. With designation of the site as a Regional Educational Program we will transfer additional funds



appropriate to educate the number of students there for the full year (\$145,609) for the initial six students. Tuition funds will be transferred from the main campus to the program to assist in covering the costs of educating the medical students. SEAHEC and NHRMC will each offer in kind support as well.

**Assessment:** It is in the medical students' best interests and important to the medical school's accreditation for Wilmington to be designated a Regional Educational Program of UNC School of Medicine. SEAHEC and New Hanover Regional Medical Center are prepared to be successful as a UNC School of Medicine Educational Program.

**Recommendation:** Southeast AHEC in Wilmington, in collaboration with New Hanover Regional Medical Center (NHRMC), should be designated an official Regional Educational Program of UNC School of Medicine.

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

**PROCEDURES FOR APPEALS**  
ADOPTED NOVEMBER \_\_, 2015

**I. INTRODUCTION**

This document establishes procedures to be followed where, pursuant to University policy, a party has the right to an appeal to the Board of Trustees (“the Board.”) These procedures are supplemental to substantive policies providing the right to appeal, and in the event of any discrepancy between such policies and these procedures, the provisions of the policies shall take precedence. Matters covered by these procedures include the following:

**Student Matters**

1. Appeals pursuant to section III. of The University of North Carolina at Chapel Hill Admissions Policy (“Admissions Policy”) by applicants who have been denied admission to the University or to one of its schools or departments.
2. Appeals pursuant to the Instrument of Student Judicial Governance (“Instrument”) by students who have been suspended or expelled from the University and who allege a violation of due process or a material deviation from Substantive and Procedural Standards adopted by the Board of Governors.<sup>1</sup>
3. Appeals pursuant to section IV.K.2. of the Procedures for Reporting and Responding to Complaints of Discrimination, Harassment, and Related Misconduct Involving a Student as the Responding Party (“Discrimination, Harassment and Related Misconduct Procedures”).

**EPA Non-Faculty Employee and Faculty Matters**

1. Appeals pursuant to Step Four Review of the University’s EPA Non-Faculty Grievance Procedures.
2. Appeals pursuant to section X. of the Procedures for the Faculty Grievance Committee.
3. Appeals pursuant to section 8 of the Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill (“Tenure Policy”).

**Matters Involving Faculty, Staff or Students**

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<sup>1</sup> See Chapter 100.1, section 502D of the UNC System Policy Manual (“Section 502D”).

1. Appeals regarding ownership of copyrighted works pursuant to the University Copyright Policy

## **II. PROCESS FOR APPEALS TO THE BOARD**

### **A. Submission of an Appeal**

Appeals to the Board shall be submitted in writing to the Chair of the Board through the Office of the Chancellor and shall specify the grounds for the appeal and all supporting facts or documents upon which the Appellant bases the appeal. Except as otherwise provided for by the applicable policy, the appeal petition shall be submitted within ten (10) calendar days of receiving the letter communicating the result of the prior appellate review.

In consultation with the Office of University Counsel, the Chair shall review the appeal petition to determine if it states a valid ground for appeal under the policy or procedures creating the right to appeal. If the Chair determines that the appeal petition does not state a permitted ground, the Chair shall notify the Appellant in writing, the Board shall take no further action on the appeal, and the prior decision shall stand.

If the Chair determines that the appeal petition states a valid ground for appeal, the Chair, or designee, shall notify the Appellant in writing and specify whether any of the grounds alleged by the Appellant have been deemed invalid for appeal. The Chair shall notify the University official responsible for the decision at issue. For purposes of these procedures, the University official responsible for the decision at issue will be deemed an “Appellee” where the policy providing the right to appeal requires that official to respond to the appeal petition or where the Board deems it helpful for that official to do so. In appeals pursuant to the Discrimination, Harassment and Related Misconduct Procedures, the Chair shall notify the other party to the appeal of the decision to allow the appeal to be reviewed by the Board. That person shall also be considered an “Appellee” under these Procedures. The Appellee shall have five (5) calendar days from receipt of the Chair’s decision that the petition states a valid ground for appeal to submit a written response to the Chair. The Appellee’s written response shall address the grounds deemed valid for appeal by the Chair and shall specify all supporting facts or documents on which the Appellee bases the response.

Any time period requirements imposed under this Section II.A. may be extended upon good cause shown through written application to the Chair.

### **B. Review of an Appeal**

Upon determination that an appeal states valid grounds for review by the Board, the Chair will appoint a three (3) person panel of the Board (“the BOT Panel”) to consider the appeal on behalf of the Board. The BOT Panel shall consider the appeal at the BOT Panel’s earliest convenience.

The BOT Panel’s review shall be based upon the record provided to the BOT Panel by the relevant University committee or office, in addition to the appeal petition submitted by the Appellant and any response submitted by the Appellee.

The BOT Panel may determine that in order to decide the specific issue on appeal, it is desirable that the BOT Panel receive personal testimony in addition to the existing record. In such instances, and

if allowed by policy, the BOT may request the presence of the party or parties, or of any other person who can provide testimony relevant to the issues on appeal. Such testimony will be limited to matters relevant to the issue on appeal.

In either circumstance, an individual may appear before the BOT in person, by videoconference, or by phone. A party may be accompanied by legal counsel, who may make a brief opening statement to the BOT Panel in support of the party's position on appeal. Attorneys will not be allowed to question witnesses or the other party. The BOT Panel Chair shall have discretion to control the conduct of the appeal proceedings, including the imposition such deadlines as are necessary and appropriate, and may limit or exclude testimony when deemed redundant or irrelevant.

### **C. Decision of the Board**

The BOT Panel shall conclude its review as described below:

1. **Appeals Based Upon the Admissions Policy** – The BOT Panel shall have full authority to act on behalf of the Board, and the decision of the BOT Panel shall be deemed the decision of the Board.
2. **All Others** – The BOT Panel shall issue a recommended decision to the Board, which may be in the form of a written memorandum to the Board or may be communicated orally to the Board by the BOT Panel Chair. The Board shall be provided access to the full record in the matter. If a majority of the Board members present vote to accept the BOT Panel's recommendation, the BOT Panel's recommended decision will be deemed the decision of the Board. If a majority of the Board members present vote against the BOT Panel's recommendation, the Board shall issue an alternate decision.

The Board<sup>2</sup> may reverse the prior decision only if the Appellant can meet the burden of showing that the prior decision is affected by **clear and material error**. If the Appellant is unable to satisfy this burden, the Board shall affirm the prior decision. In the event the Appellant meets the burden of proof, the Board shall proceed as described below.

1. **Appeals Based Upon the Admissions Policy** – The BOT Panel shall remand the case to the appropriate admissions office for reconsideration in light of any guidance the BOT Panel chooses to provide.
2. **Appeals Based Upon the Instrument**<sup>3</sup> – The Board shall decide whether to remand the case for a new Honor System hearing or dismiss the charge if the alleged violation cannot be corrected through remand. In the event the Board decides to remand the case, the Board may provide, as appropriate, guidance regarding the recommended scope of the remand.

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<sup>2</sup> Or in the case of Admissions Appeals, the BOT Panel.

<sup>3</sup> Absent a determination to the contrary by the Chair of the Board of Trustees, the Student Body President shall be expected to recuse herself or himself from consideration and determination of any appeal before the Board arising under the Instrument or any appeal under the Discrimination, Harassment, and Related Misconduct Procedures that involves a student.

3. **Appeals Based Upon the Discrimination, Harassment, and Related Misconduct Procedures** – The Board shall decide whether to remand the case to the Hearing Panel or dismiss the charge if the alleged violation cannot be corrected through remand. In the event the Board decides to remand the case, the Board may provide, as appropriate, guidance regarding the recommended scope of the remand.
4. **Appeals Based Upon the EPA Non-Faculty Grievance Procedures** – The Board shall decide whether to remand the case to the Grievance Committee or recommend other corrective action if the alleged violation cannot be corrected through remand. In the event the Board decides to remand the case, the Board may provide, as appropriate, guidance regarding the recommended scope of the remand.
5. **Appeals Based Upon the Procedures for the Faculty Grievance Committee** – The Board shall decide whether to remand the case to the Grievance Committee or recommend other corrective action if the alleged violation cannot be corrected through remand. In the event the Board decides to remand the case, the Board may provide, as appropriate, guidance regarding the recommended scope of the remand.
6. **Appeals Based Upon the Tenure Policy** – The Board shall decide whether to remand the case to the Hearings Committee or recommend other corrective action if the alleged violation cannot be corrected through remand. In the event the Board decides to remand the case, the Board may provide, as appropriate, guidance regarding the recommended scope of the remand.
7. **Appeals Based Upon the Copyright Policy** – The Board shall remand the matter to the Provost and Vice Chancellor for Research to implement such clarification of copyright ownership as is appropriate to the circumstances.

**D. Notification of Decision**

The decision of the Board shall be communicated simultaneously to all parties in writing and shall state the Board's findings, its determination, and its rationale. The decision shall also state whether further appeals, if any, are available pursuant to section III., below, or whether the decision is final. The Board shall transmit the decision to all parties by electronic, campus, or first-class mail.

**III. FURTHER APPEALS**

- A. **Appeals Based Upon the Admissions Policy** – The Board's decision is final, and no further appeals are available.
- B. **Appeals Based Upon the Instrument** – In cases where the sanction imposed was suspension, the Board's decision is final, and no further appeals are available. In cases where the sanction imposed was expulsion, the Appellant may appeal to the Board of Governors consistent with Chapter 100.1, section 502D of the UNC System Policy Manual.
- C. **Appeals Based Upon the Discrimination, Harassment, and Related Misconduct Procedures** – In cases where the sanction imposed was suspension, the BOT Panel's

decision is final, and no further appeals are available. In cases where the sanction imposed was expulsion, both the Appellant and the Appellee may appeal to the Board of Governors consistent with Chapter 100.1, section 502D of the UNC System Policy Manual.

- D. Appeals Based Upon the EPA Non-Faculty Grievance Procedures** – The Board’s decision is final, and no further appeals are available.
- E. Appeals Based Upon the Procedures for the Faculty Grievance Committee** – The Board’s decision is final, and no further appeals are available.
- F. Appeals Based Upon the Tenure Policy** – The Board’s decision is final and no further appeals are available except where section 8 of the Tenure Policy specifies that appeals may be made to the Board of Governors.
- G. Appeals Based Upon the Copyright Policy** – The Board’s decision is final, and no further appeals are available.

#### IV. REFERENCES

The University of North Carolina at Chapel Hill Admissions Policy  
– <http://www.unc.edu/ugradbulletin/admissions.html>

The Instrument of Student Judicial Governance  
– <https://studentconduct.unc.edu/sites/studentconduct.unc.edu/files/documents/Instrument.pdf>

Procedures for Reporting and Responding to Complaints of Discrimination, Harassment, and Related Misconduct Involving a Student as the Responding Party  
– [http://sexualassaultanddiscriminationpolicy.unc.edu/files/2014/08/UNCCH\\_Procedures\\_for\\_Students\\_as\\_the\\_Responding\\_Party1.pdf](http://sexualassaultanddiscriminationpolicy.unc.edu/files/2014/08/UNCCH_Procedures_for_Students_as_the_Responding_Party1.pdf)

EPA Non-Faculty Grievance Procedures of The University of North Carolina at Chapel Hill  
– [http://hr.unc.edu/files/2012/11/ccm1\\_018368.pdf](http://hr.unc.edu/files/2012/11/ccm1_018368.pdf)

Procedures for the Faculty Grievance Committee – <http://faccoun.unc.edu/faculty-code-and-policies/procedures-for-the-faculty-grievance-committee/>

Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill – <http://policies.unc.edu/files/2013/04/tenure.pdf>

Chapter 100.1, section 502D of the UNC System Policy Manual  
– <http://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=4428&added=1>

[The Copyright Policy of the University of North Carolina at Chapel Hill --  
http://policy.sites.unc.edu/files/2013/05/Copyright.pdf](http://policy.sites.unc.edu/files/2013/05/Copyright.pdf)



**The University of North Carolina at Chapel Hill**  
**EXECUTIVE SUMMARY**  
**Board of Trustees**  
**November 19, 2015**

**ATTACHMENT M**

**Appendix A**

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Tenure Request Reason	Effective Date	Salary
<b>Personnel Actions</b>								
<b>New Appointments without Tenure</b>								
1	Health Affairs	Luther Bartelt	Medicine	N/A	Assistant Professor		12/1/2015	\$115,000.00
2	Health Affairs	Michael Bressan	Cell Biology & Physiology	N/A	Assistant Professor		1/1/2016	\$100,000.00
3	Academic Affairs	Jessica Cohen	Psychology & Neuroscience	N/A	Assistant Professor		1/1/2016	\$82,000.00
4	Academic Affairs	Xiaogang Hu	Biomedical Engineering	N/A	Assistant Professor		1/1/2016	\$90,000.00
5	Health Affairs	Quefeng Li	Biostatistics	Nominated Assistant Professor	Assistant Professor		12/1/2015	\$118,000.00
6	Health Affairs	Jason Stein	Genetics	N/A	Assistant Professor		1/1/2016	\$120,000.00
<b>Addition of Joint Appointment without Tenure</b>								
0								
<b>Promotion to Full Professor</b>								
0								
<b>Reappointments to the same Rank</b>								
0								
<b>Designation/Reappointments to Departmental Chair</b>								
1	Academic Affairs	Jeffrey Johnson	Chemistry	Distinguished Professor	Department Chair		1/1/2016	\$170,000.00
2	Academic Affairs	Edward Samulski	Applied Physical Sciences	Adjunct Professor	Interim Department Chair		10/1/2015	\$125,000.00
<b>Designation/Reappointments to Distinguished Professorship</b>								
1	Health Affairs	Amy Herring	Biostatistics	Professor	Distinguished Professor		12/1/2015	\$216,508.00
<b>Actions Conferring Tenure</b>								
<b>Promotion Conferring Tenure</b>								
1	Health Affairs	Vivian Go	Health Behavior	Associate Professor	Associate Professor w/Tenure	Promotion based on excellence in research	12/1/2015	\$129,000.00
2	Health Affairs	Jeffrey Spang	Orthopaedics	Associate Professor	Associate Professor w/Tenure	Promotion based on excellence in clinical scholarship	11/20/2015	\$323,346.00
<b>New Appointments Conferring Tenure</b>								
0								
<b>Addition of Joint Appointment Conferring Tenure</b>								
0								
<b>Corrections</b>								
0								

**The University of North Carolina at Chapel Hill**  
**EXECUTIVE SUMMARY**  
**Board of Trustees**  
**November, 2015**

**Appendix B**

No.	College/Division	Name	School	Department	Rank	Reason	Requested Amount of Increase **	Percent of Increase **	June 30 Salary	Current Salary	New Salary	Effective Date
<b>Compensation Actions</b> <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>							** Based on cumulative increase(s) to 6/30 salary					
1	Academic Affairs	Steve Buzinski	Arts and Sciences	Psychology & Neuroscience	Lecturer	Increase due to new secondary administrative appointment as Director of Gil Internship Program	\$13,182	22.97%	\$57,400	\$63,082	\$70,582	12/1/2015
2	Health Affairs	Melissa Caughey	Medicine	Medicine	Research Associate	Increase due to new faculty appointment as Research Instructor	\$7,318	11.36%	\$62,862	\$62,862	\$70,000	12/1/2015
3	Academic Affairs	Deborah Eaker-Rich	Education	Dean's Office	Clinical Professor/Associate Dean	Increase due to new Interim Dean of the School of Education appointment, and promotion from Associate Professor to Professor	\$26,004	17.31%	\$144,419	\$144,419	\$170,423	1/1/2016
4	Health Affairs	Amy Herring	Public Health	Biostatistics	Professor	Increase due to being selected as the Carol Remmer Angle Endowed Professorship in Children's Environmental Health	\$25,000	11.04%	\$226,508	\$226,508	\$251,508	12/1/2015
5	Health Affairs	Daniel Oh	Medicine	Radiation Oncology	Research Assistant Professor	Increase due to new appointment as Clinical Assistant Professor	\$160,000	228.57%	\$70,000	\$70,000	\$230,000	12/1/2015
6	Health Affairs	Chunping Qiao	Pharmacy	Molecular Pharmaceutics	Research Assistant Professor	Increase due to promotion to Research Associate Professor	\$10,056	15.48%	\$64,944	\$64,944	\$75,000	12/1/2015
7	Health Affairs	Amanda Savage	Pharmacy	PACE	Clinical Instructor	Pre-approved temporary increase effective 6-1-2015 thru 11-30-2015, due to increase in duties, now requesting to make permanent, as the additional duties have been taken on permanently	\$11,667	14.00%	\$83,333	\$95,000	\$95,000	12/1/2015
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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
<b>Non-Salary Compensation Actions</b>									
0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

*The University of North Carolina at Chapel Hill*

**EXECUTIVE SUMMARY**

*Board of Trustees*

*July 14, 2014*

**Appendix C**

No.	College/Division Name	Department/School	Rank	Description
<b>For Information</b>				
0	N/A	N/A	N/A	N/A



Compensation Actions

No	Last Name	First Name	College/Division	Department/School	Rank/Title	June 30 Salary	Proposed Salary	Requested Increase \$\$	Requested Increase %	Effective Date	Justification
1	Anderson	Kathleen	School of Public Health	Instructional and Information Systems	Associate Dean of IT and Planning	\$ 151,883	\$ 182,092	\$ 30,209	19.89	11/1/2015	2a - Increase in job duties or responsibilities; includes reclassification of branch/role - This proposed salary adjustment results from the position being reallocated to a higher-level classification. In the current position (Assistant Dean of IT), the duties include overseeing the personnel who manage the School's central computing systems, desktop support, web services, multimedia development, and online instructional materials development; functioning as the leader of a management team to support the informational missions of the School; and providing leadership in developing enterprise information systems, research data systems, and online learning initiatives. In the new role (Associate Dean of IT and Planning), the duties will include serving as a key member of the School's leadership team and the Dean's Council; working collaboratively with the School's leadership on high-level planning and organization for initiatives throughout the School; providing leadership and oversight for IT needs at the School; defining and integrating IT strategy in concord with the School's overall strategic plan; and working closely with a core planning team to develop ideas, opportunities, and problems into actionable plans. There are no comparable positions within the work unit. The employee meets the education and experience requirements for this classification with a Ph.D. and 28 years of related experience.
2	Baum	Patricia	Provost	Undergraduate Admissions	Senior Assistant Director for Travel and Global Strategy	\$ 50,960	\$ 62,000	\$ 11,040	21.66	11/1/2015	2a - Increase in job duties or responsibilities; includes reclassification of branch/role - This proposed salary adjustment results from the position being reallocated to a higher-level classification. In the current position (Assistant Director), the duties include serving as Assistant Director for recruitment, representing the University to prospective students and families, and evaluating student applications. In the new role (Senior Assistant Director for Travel and Global Strategy), the duties will include leading the office's Global Strategy for recruiting, evaluating, and yielding international applicants, as well as leading the recruitment team focused on domestic travel. The requested salary is commensurate with other similarly situated employees (who have an average salary of \$63,096), results in a market index of 77%, and creates no equity issues. The employee meets the education and experience requirements for this classification with a Master's degree in Communication Studies and seven years of related experience.

*The University of North Carolina at Chapel Hill - EXECUTIVE SUMMARY (EPA Non-Faculty) - Board of Trustees - November 2015*

No	Last Name	First Name	College/Division	Department/School	Rank/Title	June 30 Salary	Proposed Salary	Requested Increase \$\$	Requested Increase %	Effective Date	Justification
3	Clark	Jennifer	School of Law	School of Law	Assistant Dean for Finance	\$ 96,000	\$ 115,000	\$ 19,000	19.79	11/1/2015	2a - Increase in job duties or responsibilities; includes reclassification of branch/role - This is a salary adjustment related to a permanent increase in job duties or responsibilities. The current duties include working with the Associate Dean for Finance & IT to prepare and adhere to the annual operating budget, as well as to oversee the financial policies of the School, providing direct supervision to employees of the school's finance department, preparing the fiscal section of the school's annual American Bar Association report, providing guidance in fiscal matters to the school's budget administrators, and preparing operational and statistical reports. The new additional duties will include serving as Chief Financial Officer (since the Associate Dean position is now vacant and will not be refilled); advising the Dean and the Associate Dean for Strategy and Planning on matters relating to finance, budget planning, and resource allocation; overseeing the U.N.C. Law Foundation, Inc.'s accounting, financial statements, and portfolio; serving on the U.N.C. Law Foundation, Inc.'s board; developing and presenting operational, statistical, regulatory, and accreditation reports; and exercising leadership in the development of business intelligence systems for all of the school's units. There are no comparable positions in the work unit. The average salary of similar positions in peer schools on campus is \$116,281. The requested salary results in a market index of 96%. The employee meets the education and experience requirements for this classification with a Bachelor's degree in Finance and 18 years of related experience.
4	Konishi	Masaya	Finance and Administration	FS-Ops Planning & Design	Executive Director Facilities Planning & Design	\$ 113,240	\$ 141,550	\$ 28,310	25.00	11/1/2015	2a - Increase in job duties or responsibilities; includes reclassification of branch/role - This proposed salary adjustment results from the position being reallocated to a higher-level classification. In the current position (Engineering/Architectural Manager - Advanced), the duties include overseeing implementation and management of the campus development plan, communicating plan details to campus and neighborhood communities, supervising the operation of the Facilities Planning Department, overseeing the negotiation of all design contracts, and working with local planning jurisdictions on capital projects. In the new role (Executive Director for Facilities Planning & Design), the duties will include managing design professionals who are responsible for planning, capital budgeting, and project management for projects with costs exceeding \$500,000; directing in-house design services for renovation, repair, and maintenance projects; directing interior-design and space-planning services; steering all capital projects through the University's project development process; and ensuring that all projects comply with the University's Campus Master Plan and design guidelines. There are no comparable positions within the work unit. The requested salary results in a market index of 93%. The employee meets the education and experience requirements for this classification with a Master's degree in Architecture and 28 years and seven months of related experience.



*The University of North Carolina at Chapel Hill - EXECUTIVE SUMMARY (EPA Non-Faculty) - Board of Trustees - November 2015*

No	Last Name	First Name	College/Division	Department/School	Rank/Title	June 30 Salary	Proposed Salary	Requested Increase \$\$	Requested Increase %	Effective Date	Justification
5	Levy	Melody	Provost	Undergraduate Admissions	Senior Assistant Director	\$ 51,450	\$ 62,500	\$ 11,050	21.48	11/1/2015	2a - Increase in job duties or responsibilities; includes reclassification of branch/role - This proposed salary adjustment results from the position being reallocated to a higher-level classification. In the current position (Assistant Director), the duties include serving as Assistant Director for recruitment, representing the University to prospective students and families, and evaluating applications. In the new role (Senior Assistant Director), the duties will include leading all of the programs facilitating campus visits for prospective students and their families, including supervision of a large staff of admissions representatives and ambassadors. The requested salary is commensurate with another similarly situated employee (who has a salary of \$63,096), results in a market index of 78%, and creates no equity issues. The employee meets the education and experience requirements for this classification with a Master's degree in Education and 15 years of related experience.
6	Rauli	Christy	School of Government	School of Government	Associate Director, Development Finance Initiative	\$ 60,655	\$ 79,686	\$ 19,031	31.38	11/1/2015	2a - Increase in job duties or responsibilities; includes reclassification of branch/role - This proposed salary adjustment results from the position being reallocated to a higher-level classification. In the current position (Senior Analyst, Development Finance Initiative), the duties include researching finance tools; writing analytical reports and memos; managing the analysis of real-estate development and production of finance pro formas; managing ongoing projects of the Development Finance Initiative (DFI); and facilitating meetings, project visits, and communications regarding local projects. In the new role (Associate Director, DFI), the duties will include managing the operations and rapid expansion of DFI, developing and identifying funding sources for new DFI initiatives that have statewide impact, coordinating DFI support for School of Government courses that involve DFI lead faculty members, and advising communities on and providing technical assistance for innovative community-development and economic-development strategies. Due to budget constraints, the requested salary is less than other similarly situated employees (who have an average salary of \$93,707), results in a market index of 90%, and creates no equity issues. The employee meets the education and experience requirements for this classification with a Master's degree in City and Regional Planning and 15 years of related experience.

*The University of North Carolina at Chapel Hill - EXECUTIVE SUMMARY (EPA Non-Faculty) - Board of Trustees - November 2015*

No	Last Name	First Name	College/Division	Department/School	Rank/Title	June 30 Salary	Proposed Salary	Requested Increase \$\$	Requested Increase %	Effective Date	Justification
7	Rosenberg	Jared	Provost	Undergraduate Admissions	Associate Director for Enrollment	\$ 76,165	\$ 89,100	\$ 12,935	16.98	11/1/2015	2a - Increase in job duties or responsibilities; includes reclassification of branch/role - This proposed salary adjustment results from the position being reallocated to a higher-level classification. In the current position (Senior Assistant Director for Enrollment), the duties include responsibility for overseeing the evaluation of undergraduate applications. In the new role (Associate Director for Enrollment), the duties will include serving as a senior leader in the Office of Undergraduate Admissions; advising the Vice Provost on policy and strategy; leading staff members; leading the complicated processes by which first-year, transfer, and special-talent students are evaluated for admission and scholarships; and ensuring compliance with the policies concerning the determination of which college courses not taken at UNC-CH may earn transfer credit. Due to budget constraints, the requested salary is less than a similarly situated employee (who has a salary of \$106,500) and results in a market index of 61%. The employee meets the education and experience requirements for this classification with a Master's degree in Educational Leadership and 18 years of related experience.
8	Toone	Damon	Provost	Undergraduate Admissions	Associate Director for Diversity and Professional Development	\$ 64,200	\$ 81,500	\$ 17,300	26.95	11/1/2015	2a - Increase in job duties or responsibilities; includes reclassification of branch/role - This proposed salary adjustment results from the position being reallocated to a higher-level classification. In the current position (Senior Assistant Director for Recruitment), the duties include counseling students and parents regarding admission, as well as developing and implementing innovative methods of recruiting and enrolling students. In the new role (Associate Director for Diversity and Professional Development), the duties will include serving as a senior leader in the Office of Undergraduate Admissions, advising the Vice Provost on policy and strategy, leading staff members, leading efforts by the Office of Undergraduate Admissions to strengthen diversity in the undergraduate student body, and encouraging and supporting the professional development of all admissions officers. Due to budget constraints, the requested salary is less than a similarly situated employee (who has a salary of \$106,500) and results in a market index of 56%. The employee meets the education and experience requirements for this classification with a Bachelor's degree in Political Science and 16 years of related experience.

*The University of North Carolina at Chapel Hill - EXECUTIVE SUMMARY (EPA Non-Faculty) - Board of Trustees - November 2015*

No	Last Name	First Name	College/Division	Department/School	Rank/Title	June 30 Salary	Proposed Salary	Requested Increase \$\$	Requested Increase %	Effective Date	Justification
9	Wu	Anna	Vice Chancellor-Finance & Administration	Finance & Administration	Associate Vice Chancellor-Facilities Services	\$ 196,600	\$ 250,000	\$ 53,400	27.16	11/1/2015	1a - Internal Competitive Event - Employee applies for an internally recruited job vacancy, is selected competitively, and changes jobs to a different position - This promotion is the result of a waiver of recruitment that was approved as an emergency appointment by the University's Equal Opportunity Compliance Office. The previous Associate Vice Chancellor retired on October 1, 2015, leaving a critical vacancy. The Financial Services Division is undergoing a significant reorganization as it implements a shared services delivery model and it is critical to maintain continuity and have leadership in place to navigate these changes. In the current position (Assistant Vice Chancellor), the duties include serving as the University Architect; leading facilities-management functions, including building-maintenance services, planning and design services, landscaping and grounds maintenance, and housekeeping services; and ensuring each project's compliance with the University's Master Plan and design guidelines. In the new role (Associate Vice Chancellor-Facilities Services), the duties will include functioning as the Associate Vice Chancellor for Facilities Services and as the University Architect; overseeing more than 1,000 employees, a budget of more than \$100 million, 4,300 acres of land, more than 500 buildings, and 20 million gross square feet of facilities; conducting feasibility studies of all proposed projects; ensuring the preservation of historical integrity for all new construction projects; and negotiating and managing contracts. This proposed salary represents the scope and complexity of the Facilities Services Division and creates no equity issues; other Associate Vice Chancellors in Finance and Administration with a similar level of responsibility have salaries ranging from \$220,000 to \$262,000. The employee meets the education and experience requirements for this classification with a Master's degree in Architecture and 31 years of related experience.
10											



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

ATTACHMENT N

CAROL L. FOLT  
Chancellor

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CAMPUS BOX 9100  
CHAPEL HILL, NC 27599-9100

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F 919.962.1647  
carol.folt@unc.edu

## MEMORANDUM

TO: Board of Trustees

FROM: Carol L. Folt *Carol L. Folt*

SUBJECT: Proposed Appointment of Vice Chancellor for Commercialization and Economic Development

DATE: November 16, 2015

I seek approval for the appointment of Judith Cone as the University's next Vice Chancellor for Commercialization and Economic Development. The proposed appointment, if approved, will be effective January 1, 2016.

The position of Vice Chancellor for Commercialization and Economic Development is being filled with a waiver of recruitment, which has been approved by the University's Equal Opportunity/ADA Officer. A national search for this position would have been extremely time intensive and comes at an especially critical juncture as the University engages in the second wave of strategy and implementation. Judith Cone is precisely the sort of leader we need at Carolina at this time. She is an internationally recognized leader in the field of innovation and entrepreneurship serving and was recently recognized by the Deshpande Foundation Symposium as the most influential person in entrepreneurship in higher education. Ms. Cone has over 25 years of experience in the field and holds a Master's of Science Degree from the University of Kansas.

Ms. Cone was recruited from the Kauffman Foundation by UNC-Chapel Hill in late 2009. Under her leadership, the 5-year strategic plan called the Innovation Roadmap, 2010-2015, which included goals and action steps for commercialization has been successfully created and implemented with the exception of the commercialization section. Since the word innovation is not a synonym for creativity but rather the successful implementation of novel and valuable ideas; this is obviously core to our service mission. Additionally, this work has extended into every part of UNC-Chapel Hill toward becoming an innovation university that constantly seeks to create the next

breakthroughs in how we conduct research, teach, and provide service to North Carolina, the nation, and the world, and in how we operate the university.

In February 2015, I created the new Vice Chancellor for Commercialization & Economic Development and asked Ms. Cone, as architect of our innovation & entrepreneurship pan-university work to take on those duties in an interim capacity. In that role, Ms. Cone has been instrumental in creating and strengthening foundational innovation elements on our campus including a faculty-led Data Studies plan, and the needs assessment and case for innovation spaces and Maker Spaces both on and off-campus.

Ms. Cone has also created the Innovate Carolina Network of more than 130 faculty, staff and students working in innovation and entrepreneurship across campus. This network meets monthly to share their work, learn from best practices, and collaborate on new programming. She has also established a university-wide tracking mechanism for UNC affiliated startups using Salesforce which enables economic impact reporting, currently managed at the Kenan Institute. The university has generated 301 startups with 262 still active.

Ms. Cone is ideally suited to serve as Vice Chancellor for Commercialization and Economic Development on a permanent basis. As Vice President for Entrepreneurship and later as Vice President of Strategic Initiatives at the \$2.6 billion Kauffman Foundation, she used the resources of the Foundation to advance entrepreneurship in order to strengthen the economy through startups and to provide social good. For 15 years she led the development of entrepreneurship programs targeted to K-12 students, entrepreneurial startup teams, universities, policy makers, entrepreneurial support organizations, as well as angel investors and venture capitalists.

Prior to joining the Kauffman Foundation, she was co-founder of two management training companies, and was a strategic partner with Seminars International, a public seminar company that she helped establish. These companies worked with large multinationals in the pharmaceutical and manufacturing industries. Cone headed operations, created educational materials for clients and for public sale, and wrote the in-house operational software for one of the companies.

After relocating to the Triangle area, Cone created a novel program, which includes leaders and entrepreneurs from major Universities in North Carolina (Duke, NC Central, NC State, UNC Chapel Hill) and the Council for Entrepreneurial Development,

who focus on translating high-potential ideas into innovative growth firms that contribute jobs, wealth and competitiveness to the region, state and nation. After three years, this group of entrepreneurs have helped local companies raise more than \$100 million.

Cone has worked with hundreds of universities (from Stanford, Harvard, MIT to Belmont College and community colleges) to help them build the competencies they need for faculty and students to develop an entrepreneurial mindset and skillset – to help them become innovators, and to help universities better serve their translational needs. Judith's colleagues from Duke University and Johns Hopkins have written strong letters in support of her appointment. In addition, Cone was a key member of Governor Pat McCrory's Innovation to Jobs Task Force. A recommendation letter from Thomas Stith, Governor McCrory's Chief of Staff is attached.

The proposed annual salary for Ms. Cone is \$282,852.00. Ms. Cone's present base salary is \$205,754 plus a temporary salary supplement of \$51,408 for serving as Interim Vice Chancellor. The newly proposed total compensation represents a 9.99% increase from her current compensation amount of \$257,172. This proposed annual salary is well within the approved range of \$210,000-\$330,000.

The Board is asked to approve both Ms. Cone's appointment to Vice Chancellor, a Tier I Senior Academic and Administrative Officer, and her proposed new salary amount. All of Ms. Cone's terms and conditions of employment are standard for Senior Officers of this rank in accord with the University's EPA Non-Faculty Employment Policies.

I look forward to answering any questions you may have regarding Ms. Cone's proposed appointment. Presuming your approval, Ms. Cone's proposed salary increase is then subject to final approval by the UNC Board of Governors at their December meeting.





STATE OF NORTH CAROLINA  
OFFICE OF THE GOVERNOR

PAT McCrory  
GOVERNOR

November 13, 2015

Mr. Dwight D. Stone  
Chairman  
The University of North Carolina at Chapel Hill  
Board of Trustees  
103 South Building, CB#9100  
Chapel Hill, NC 27599-9100

Re: Judith Cone

Dear Chairman Stone and Members of the Board:

It has been my honor to collaborate with Judith Cone in my current role as Chief of Staff to the Governor and in my previous role as Program Director for Economic Development for the Kenan Institute of Private Enterprise. Judith's unwavering commitment to innovation and entrepreneurship defines the passion that drives her vision to transform UNC Chapel Hill into a global leader in these two fields.

Under Judith's direction UNC-Chapel Hill has created a culture that expects and encourages innovators to come to Chapel Hill and thrive. Her work has extended into every part of UNC-Chapel Hill as it continues to grow as an innovation university; constantly seeking to create the next breakthrough in how to lead research, teach, deliver service to North Carolina, the nation and the world, and in how the university operates.

Judith's service on the Governor's Innovation to Jobs Task Force was vital as we developed an innovative approach to creating a viable initiative to enhance our economic ecosystem in North Carolina.

I therefore enthusiastically recommend Judith Cone to serve as the Vice Chancellor for Commercialization and Economic Development for UNC-Chapel Hill.

Sincerely,

A handwritten signature in dark ink, reading "Thomas Stith". The signature is fluid and cursive, with the first name "Thomas" being more prominent than the last name "Stith".

Thomas Stith  
Chief of Staff to Governor Pat McCrory



November 16, 2015

University of North Carolina, Chapel Hill  
Board of Trustees  
103 South Building  
Campus Box 9100  
Chapel Hill, NC 27599-9100

Dear Members of the University of North Carolina Board of Trustees:

Please allow me this opportunity to express my unconditional support of Judith Cone as a candidate to be considered for the Vice Chancellor of Commercialization and Economic Development at the University of North Carolina. In my role at Johns Hopkins University and within the Baltimore region as a leader in the mission of the entrepreneurial ecosystem, I am fully invested in supporting opportunities to build relationships within Hopkins and across other academic and economic ecosystems. After interacting with Judith and understanding her priorities, I believe that her leadership in that role would be a true asset to the continued efforts toward commercialization and economic development at the University of North Carolina. In fact, some of our best strategic priorities at JHU came from the Innovation Roadmap at UNC which Judith championed. She is a true leader and effective collaborator.

By fulfilling a dual role as Vice Chancellor of Commercialization and Economic Development as well as Special Assistant to the Chancellor for Innovation & Entrepreneurship, Judith will be uniquely positioned to utilize her experience and broad range of expertise toward the achievement of the innovation initiatives set forth by UNC's Innovation Roadmap. As UNC continues to prioritize the importance of innovation and entrepreneurship within its overall scholarly mission, Judith's creative and collaborative approach will serve to bring technology transfer to the forefront of those efforts.

Recognized as a leader in the field of commercialization and economic development not only by her peers but by others such as the Deshpande Foundation Symposium, Judith is well positioned to lead UNC toward the achievement of its entrepreneurial goals. While serving as Vice President for Entrepreneurship and later as Vice President of Strategic Initiatives at the Kauffman Foundation, Judith's innovative and comprehensive approach demonstrated her effectiveness toward authentic systemic improvements in technology transfer. Judith's repeated history of collaboration also includes an assembly of regional entrepreneurs which raised over \$100 million, her service on the Governor's Task Force for Innovations-to-Jobs, and also the development of the inter-Kenan Institute collaboration.

Judith's effectiveness in our field is also demonstrated by leadership approach in her current role at UNC. It cannot be overstated how important the trust of faculty and members of the academic community is toward a successful ecosystem. By working cohesively and transparently, by bringing renewed focus to technology transfer, and by recruiting talented staff member who believe strongly in the mission, Judith has already made strides toward achieving the entrepreneurial goals of the University.

As a supportive colleague dedicated to Hopkins' mission of enterprise development, I recognize the challenges faced by any strong academic institution as it continues to move forward in the areas of innovation and entrepreneurship. Since maintaining her current role as Interim Vice Chancellor of Commercialization and

**Johns Hopkins Technology Ventures**

Suite 500 • 100 N. Charles St. • Baltimore, MD 21201 • Tel: 410-516-8300 • Fax: 410-516-4411  
ventures.jhu.edu



Economic Development, Judith has already demonstrated evidence that she is well-suited to lead UNC toward its entrepreneurial goals. I congratulate Judith for her success, and offer my full endorsement for her as a candidate for the dual role of Vice Chancellor of Commercialization and Economic Development as well as Special Assistant to the Chancellor for Innovation & Entrepreneurship.

I wish the community at the University of North Carolina continued success, and look forward to future opportunities for collaborations between the RTP and Charm City.

Sincerely,

A handwritten signature in blue ink, reading "CWyskiel", written over a horizontal line.

Christy Wyskiel  
Senior Advisor to the President + Head of Johns Hopkins Technology Ventures  
Johns Hopkins University  
Baltimore, Md.  
[wyskiel@jhu.edu](mailto:wyskiel@jhu.edu)  
410-218-0545

Chancellor Carol Folt  
103 South Building  
Chapel Hill, NC 27599-9100

Dear Chancellor Folt:

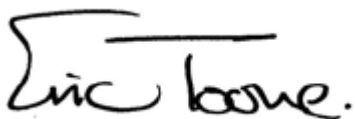
I write today to comment on the qualifications of **Ms. Judith Cone** as Vice Chancellor for Commercialization and Economic Development. I have worked with Judith for the past four years on a number of entrepreneurship projects, most notably the Blackstone Entrepreneurs Network, the Kenan Institute for Private Enterprise, and the fledgling Triangle Venture Alliance.

Judith conceived of the Blackstone program, formed the university-partner coalition, secured the funding, and has served as managing partner for the program. It has successfully created strong bonds between some of the top entrepreneurs in the region who now meet every other week to help promising startups and companies become investment ready and get funded. Client companies have raised more than \$100 million dollars during the past 2.5 years. The program is invaluable to us here at Duke, as it is to many entrepreneurs in the region.

More recently, my team created the Duke Angel Network, an affinity angel network for the Duke University community. The program has been highly successful, and in four months has enrolled 50 angels, evaluated 75 deals and made four investments. Recently, we reached out to the other Blackstone coalition members regarding the possibility of those universities creating similar angel networks using a common platform, and sharing both back office support and student diligence teams and creating the Triangle Venture Alliance. Judith readily activated UNC to become engaged in this effort and has been effective in building the required infrastructure. She is clearly someone I can count on to work for the benefit of the region and beyond and is a great partner as we build the entrepreneurial ecosystem in central North Carolina.

Judith has distinguished herself in leading UNC-Chapel Hill to national recognition for its innovation and entrepreneurship work, and I am confident she will bring the same level of thought leadership, expertise, and facilitative style to advance commercialization. Her background and impressive track-record clearly qualify her to lead your commercialization and economic development work. I recommend her for this position highly and without reservation, and I look forward to working with Judith and the entire Carolina family in the future.

With best personal regards,





THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

CAROL L. FOLT  
Chancellor

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carol.folt@unc.edu

November 16, 2015

Ms. Judith A. Cone  
09M South Building  
200 Cameron Street  
Campus Box 9100  
Chapel Hill, NC 27599

Dear Judith:

I am pleased to confirm your appointment as Vice Chancellor for Commercialization and Economic Development at the University of North Carolina at Chapel Hill, subject to 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 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>	January 1, 2016
<i>Employment status:</i>	At-will; subject to continuation or discontinuation at any time at the discretion of the Chancellor.
<i>Compensation:</i>	\$282,852.00 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 and/or 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 forward each calendar year with any excess balance converted to sick leave at year end. Sick leave does not have a maximum accrual rate.
<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.

*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 judgement 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 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 November 19, 2015. In the event you shall fail to return a signed copy of this letter by that time, this offer shall be rescinded, unless further extended in writing by me.

I look forward with great enthusiasm to our working together and in your continued leadership as Vice Chancellor for Commercialization and Economic Development.

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: Nov 17 2015

cc:      Departmental Personnel File  
         EPA Non-Faculty Human Resources