



Thursday, July 23 - 8:00 A.M.
Hill Ballroom

OPEN SESSION

1. Convene Meeting
2. Oath of Office for New Board of Trustees Members
3. Roll Call
4. Election of Officers
5. Consent Agenda
 - a. [Approval of May 2015 Minutes \(Regular Meeting\)](#) (Tab 1)
 - b. [Ratification of Mail Ballot dated June 5, 2015](#) (Tab 2)
 - c. [Ratification of Mail Ballot dated June 9, 2015](#) (Tab 3)
 - d. [Ratification of Mail Ballot dated June 23, 2015](#) (Tab 4)
6. Chair's Remarks
7. Student Body President's Remarks
8. Chancellor's Remarks
9. [NC TraCS Institute](#) – John Buse, Co-Principal Investigator & Director
10. [Carolina Health Informatics Program](#) – Javed Mostafa, Director
11. Report of the External Relations Committee
12. Report of the Finance & Infrastructure Committee
13. Report of the Innovation & Impact Committee
14. Report of the University Affairs Committee

CLOSED SESSION

15. *Report of the External Relations Committee
16. *Report of the University Affairs Committee
17. *Legal Advice

OPEN SESSION

18. Report of the External Relations Committee
19. Report of the University Affairs Committee
20. Adjournment

*Some of the business to be conducted is authorized by the N.C. Open Meetings Law to be conducted in closed session.

BOARD OF TRUSTEES MEETING
The University of North Carolina at Chapel Hill
May 28, 2015

The Board of Trustees met in regular session on Thursday, May 28, 2015 at Carolina Inn, Chancellor's Ballroom. Chair Caudill presided and convened the meeting at 8:00 a.m.

OATH OF OFFICE

James C. Stanford, Orange County Clerk of Superior Court, administered the oath of office for Student Body President Houston Lee Summers.

ROLL CALL

Secretary Sallie Shuping-Russell called the roll and the following members were present:

W. Lowry Caudill, Chair	Charles G. Duckett
J. Alston Gardner, Vice Chair	Peter T. Grauer
Sallie Shuping-Russell, Secretary	Kelly Matthews Hopkins
Jefferson W. Brown	Steven J. Lerner
Phillip L. Clay	Dwight D. Stone
Haywood D. Cochrane	Houston L. Summers
Donald Williams Curtis	

Chair Caudill read the following statement regarding the State Government Ethics Act:

"As Chair of the Board of Trustees, it is my responsibility to remind all members of the Board of their duty under the State Government Ethics Act to avoid conflicts of interest and appearances of conflict of interest as required by this Act. Each member has received the agenda and related information for this Board of Trustees' meeting. If any Board member knows of any conflict of interest or appearance of conflict with respect to any matter coming before the Board of Trustees at this meeting, the conflict or appearance of conflict should be identified at this time."

Trustee Jeff Brown wanted the record to show that he is recusing himself from the Property Acquisition by Lease portion of the Finance and Infrastructure Committee agenda because of a conflict of interest with Cousins Properties/Northwood Ravin. He attended the committee meeting, but was late and missed the vote.

CONSENT AGENDA

Approval of Minutes and Mail Ballots

On motion of Trustee Duckett and duly seconded by Trustee Cochrane, the minutes of the meeting of March 26, 2015 were approved as distributed; as were the ratifications of mail ballots dated April 8th and 27th.

(ATTACHMENT A)

CHAIR'S REMARKS

- Chair Caudill began his remarks by providing a reminder of the Board goals:
 - Support Chancellor Folt and her senior leadership team as they become a highly effective operational team;
 - Tell our story: Carolina improves the lives of people across North Carolina, our nation, and our world;
 - Accelerate, measure and communicate the growth and economic impact of our innovation and entrepreneurship initiatives; and
 - Implement the work of our two trustee task forces on Enterprise Risk Management and External Relations.

- He indicated that these goals have been the focus of the Board's efforts over the last year, and as a Board they have accomplished quite a bit. He thanked everyone for their outstanding work and commitment to Carolina.
- Chair Caudill said that he believes the future is bright for Carolina. He provided a few examples:
 - Chancellor Folt recently announced a bold strategic partnership with GlaxoSmithKline. It is a partnership with the goal of discovering the cure for HIV/AIDS. This furthers the point that Carolina's innovations are making the world a better place.
 - Later this morning we will hear from Rob Bruce, Director of the Friday Center, about the exciting outreach initiative to better serve veterans and active duty military in North Carolina and beyond.
- On Mother's Day, Chair Caudill represented the board at Spring Commencement in Kenan Stadium.
- Chair Caudill encouraged those who were not in attendance to read the remarks given by Jason Kilar, founding CEO of Hulu and now co-founder and CEO of Vessel. Jason is a 1993 graduate of Carolina. His speech was poignant, highly personal and captured the attention of our graduates.
- The entire ceremony reflected extremely well on Carolina and celebrated our graduates and their families.
- The Chair acknowledged that the Carolina family recently lost another giant in its history with the passing of former basketball coach, Bill Guthridge. Chair Caudill called on Trustee Duckett, a manager on the 1982 NCAA Championship team, to read a resolution of appreciation.

**RESOLUTION OF APPRECIATION
WILLIAM WALLACE GUTHRIDGE
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
May 28, 2015**

WHEREAS Coach Bill Guthridge exhibited the highest level of integrity, dedication, and loyalty to the University of North Carolina at Chapel Hill, the basketball program, Coach Dean E. Smith, and to all the players and managers; and,

WHEREAS Coach Guthridge dedicated his extraordinary talent and abilities in support of the basketball program for more than thirty years, leading the Tar Heels to two Final Fours in three years as head coach and being named National Coach of the Year in 1998; and,

WHEREAS Coach Guthridge was a teacher and mentor who was absolutely committed to the development of his student athletes and managers, and who extended that commitment to all Carolina students through the establishment of the William W. and Elise P. Guthridge Library Fund; and support for a range of programs at Carolina; and,

WHEREAS Coach Guthridge exercised his enormous responsibilities and his considerable profile with genuine humility, a quick (and dry) wit, and plain good humor; and,

WHEREAS Coach Guthridge played or coached in 14 Final Fours, more than any person in NCAA history; and was a valued and beloved member of the Carolina family and Chapel Hill community whose memory will be forever cherished;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the University of North Carolina at Chapel Hill expresses its most sincere appreciation to Coach Bill Guthridge for his service and to his family for their unwavering support, and its profound sadness at the passing

of a True Blue Tar Heel.

A motion was made to adopt the resolution by Trustee Curtis; seconded by Trustee Clay and passed.

Trustee Duckett then presented the resolution to Coach Guthridge's wife, Mrs. Leesie Guthridge. She gave brief remarks and thanked the Board for their recognition.

Chairman Caudill continued his remarks stating:

- The May meeting each year is the last for our Board. This morning we officially added our new Student Body President, Houston Summers, to the board. Chair Caudill remarked that they look forward to working with Trustee Summers this coming year.
- Last night at dinner the Board celebrated the outstanding contributions of five outgoing trustee colleagues: Vice Chair Alston Gardner, Secretary Sallie Shuping-Russell, Phil Clay, Peter Grauer, and Steve Lerner.
- Chair Caudill called on Secretary Shuping-Russell to read the resolutions of appreciation for her departing colleagues:

**RESOLUTION OF APPRECIATION
PHILLIP L. CLAY
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
May 28, 2015**

WHEREAS, Phillip L. Clay has served as a member of the University of North Carolina at Chapel Hill Board of Trustees for two terms; providing leadership as Secretary and as Chair of the Buildings and Grounds Committee; and,

WHEREAS, Dr. Clay was a thoughtful and valued voice in Board discussions as a member of the University Affairs Committee and the Enterprise Risk Management Task Force; and,

WHEREAS, Dr. Clay as the inaugural Chair of the Innovation and Impact Committee skillfully built a University-wide conversation about ways to strengthen the innovation ecosystem at Carolina to fulfill our mission of research, teaching and service; helping to ensure that the University will continue to benefit North Carolina and the world in addressing the most challenging issues of our time; and,

WHEREAS, Dr. Clay has also served the University through his participation on the Chancellor's Innovation Circle and on the Academic leadership Program National Advisory Board for the UNC Institute for the Arts and Humanities;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of The University of North Carolina at Chapel Hill salutes Phillip L. Clay for his dedication to his alma mater and expresses its deepest gratitude for his service.

**RESOLUTION OF APPRECIATION
ALSTON GARDNER
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
May 28, 2015**

WHEREAS, Alston Gardner has served as a member of the University of North Carolina at Chapel Hill Board of Trustees for two terms, providing additional leadership as Vice Chair for the last two years; and,

WHEREAS, Mr. Gardner as Chair of the External Relations Task Force was an invaluable voice in discussions about the University's constituencies, helping to identify key university stakeholders and developing strategies to educate and communicate with those constituencies; and,

WHEREAS, Mr. Gardner as Chair of the University Affairs Committee, skillfully guided difficult Board and University discussions about acknowledging all aspects of the University's history and in so doing united the Carolina community to make the University stronger and better in the future; and,

WHEREAS, Mr. Gardner as a Trustee built on an impressive record of service to the University as a member of the Chancellor's Innovation Circle, the Kenan-Flagler Business School Board of Visitors, an adjunct lecturer in the Business School, and on the steering committee for the Carolina First Campaign, most impressively leading efforts to build the FedEx Global Education Center;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of The University of North Carolina at Chapel Hill salutes Alston Gardner for his dedication to his alma mater and thanks him for his service.

**RESOLUTION OF APPRECIATION
PETER T. GRAUER
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
May 28, 2015**

WHEREAS, Peter Grauer has served as a member of the University of North Carolina at Chapel Hill Board of Trustees for one term; providing leadership as Vice Chair of the Finance and Infrastructure Committee; and,

WHEREAS, Mr. Grauer brought a seasoned voice and thoughtful observations to Board discussions as a member of the Budget Finance and Audit Committee, the Building and Grounds Committee, the University Affairs Committee and more; and,

WHEREAS, Mr. Grauer provided financial guidance to the University as a member of the Board of the Endowment Fund, the UNC Foundation and the UNC Investment Fund; and,

WHEREAS, Mr. Grauer has been an active proponent of the University in multiple ways, most especially through his leadership of the External Advisory Board for the Honors Program and Johnston Center for Undergraduate Excellence, and his dedicated support which has helped make Honors Carolina into one of the finest such programs in the nation; and,

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of The University of North Carolina at Chapel Hill salutes Peter T. Grauer for his dedication to his alma mater and thanks him for his service.

**RESOLUTION OF APPRECIATION
STEVEN J. LERNER
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
May 28, 2015**

WHEREAS, Steve Lerner has served as a member of the University of North Carolina at Chapel Hill Board of Trustees for one term; providing leadership as Chair of the Finance and

Infrastructure Committee, and Vice Chair of the Innovation and Impact Committee; and,

WHEREAS, Dr. Lerner was a valued addition to Board discussions as a member of the University Affairs Committee and the External Relations and University Advancement Committee, bringing clarity to discussions about the effectiveness and efficiency of University operations; and,

WHEREAS, Dr. Lerner provided additional guidance as a member of the UNC Endowment Board, the UNC Foundation Board, the Investment Fund and the Real Estate Holdings Board; and,

WHEREAS, Dr. Lerner showed a statesperson-like manner in working with students, faculty, staff and his fellow Trustees on a number of timely issues, including a decision to promote environmentally friendly alternative energy sources through the investment of the University's endowment funds;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of The University of North Carolina at Chapel Hill salutes Steven Lerner for his dedication to his alma mater and thanks him for his service.

Chair Caudill then called on Vice Chair Gardner to read the resolution of appreciation for Secretary Shuping-Russell:

**RESOLUTION OF APPRECIATION
SALLIE SHUPING-RUSSELL
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
May 28, 2015**

WHEREAS, Sallie Shuping-Russell has served as a member of the University of North Carolina at Chapel Hill Board of Trustees for two terms; providing leadership as Secretary and as Chair of the Budget, Finance and Audit Committee; and,

WHEREAS, Ms. Shuping-Russell brought her considerable investment expertise to the management of the University's investments as a member of the UNC Endowment Fund, the UNC Foundation and as vice-chair of the UNC Investment Fund; and,

WHEREAS, Ms. Shuping-Russell assumed additional responsibility when she chaired the Enterprise Risk Management Task Force, and contributed significantly to the University's efforts to support startup companies through the creation of the Carolina Research Venture Fund; and,

WHEREAS, Ms. Shuping-Russell has provided support for the University as a member of the Board of Directors of the UNC Healthcare System, the Board of Visitors, the Chancellor's Innovation Circle, the Board of Advisors of the McAllister Heart and Vascular Institute, the Board of Advisors of the Gillings School of Public Health, and the Board of Directors of the Arts and Sciences Foundation; and,

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of The University of North Carolina at Chapel Hill salutes Sallie Shuping-Russell for her dedication to her alma mater and expresses its deepest gratitude for her service.

Chair Caudill called for a motion to adopt all of the resolutions. A motion was made by Trustee Stone, seconded by Trustee Duckett, and passed unanimously.

Chair Caudill then read the honorary trustee resolution:

**RESOLUTION
BOARD OF TRUSTEES
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
May 28, 2015**

WHEREAS, Phillip L. Clay, J. Alston Gardner, Peter T. Grauer, Steven J. Lerner, and Sallie Shuping-Russell have served the people of North Carolina and the University of North Carolina at Chapel Hill faithfully and wisely as Trustees of the University; and

WHEREAS, Dr. Clay, Mr. Gardner, Mr. Grauer, Dr. Lerner and Ms. Shuping-Russell have ended their service as Trustees;

NOW, THEREFORE, BE IT ENACTED BY THE BOARD OF TRUSTEES OF THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL THAT:

1. Dr. Clay, Mr. Gardner, Mr. Grauer, Dr. Lerner and Ms. Shuping-Russell are elected Honorary Trustees of the University of North Carolina at Chapel Hill.
2. Those elected to the position of Honorary Trustee of the University of North Carolina at Chapel Hill shall be invited to attend all regular meetings of the Board.
3. Those elected to the position of Honorary Trustee of the University of North Carolina at Chapel Hill shall become members ex-officio of the Board of Visitors.
4. An Honorary Trustee shall cease to hold that position if he or she again becomes a Trustee.

A motion to adopt the honorary trustee resolution was made by Trustee Curtis, seconded by Trustee Cochrane, and passed unanimously.

Following the resolutions, Chair Caudill continued reflecting on his last two years in which he served as chair.

- He expressed deep appreciation for the work this Board accomplished, adding that it was an honor and a privilege to serve with each Board member.
- Chair Caudill continued and thanked Chancellor Folt for her leadership and what she is doing for our University. He believes that she is exactly what the University needs at this time in our history.

Secretary Shuping-Russell then called for a resolution to be created thanking Chair Caudill for his service as chair of the Board for the last two years, noting that Chair Caudill has helped this University in years of great transition between Chancellors Thorp and Folt as well as helping to build the innovation and entrepreneurial efforts on campus. She remarked that it was a pleasure to work under his leadership. A motion was made by Secretary Shuping-Russell for a formal resolution to be created, it was seconded by Vice Chair Gardner and passed unanimously. The resolution will be read during the July 2015 meeting.

- Chair Caudill ended his remarks by calling on Trustee Lerner to give the report of the Nominating Committee.

[A copy of these remarks is located in the Office of the Assistant Secretary and at bot.unc.edu.]

REPORT OF THE NOMINATING COMMITTEE

Trustee Lerner, chair of the Nominating Committee, presented the following slate of officers for the 2015-2016 year:

Chair - Dwight D. Stone
Vice Chair - Haywood D. Cochrane, Jr.
Secretary - Charles (Chuck) G. Duckett
Assistant Secretary - Dwayne L. Pinkney

A motion came from committee to approve this slate of officers; it was seconded by Trustee Clay and passed.

STUDENT BODY PRESIDENT'S REMARKS

Student Body President Houston Summers presented remarks on the following:

- Trustee Summers began by thanking the departing Board members for their service to the University.
- He shared three aspects of his journey to UNC-CH: opportunity, community and service.
- With the help of his administration, they have begun to look at a myriad of barriers – from financial to cultural – that may limit any individuals' ability to attend UNC-CH. He applauded everyone who works to provide these means for so many students.
- What makes this University so special is not the Old Well, or the sports teams, but the people. The Carolina community this past year has come together to support each other on multiple occasions. Trustee Summers and his administration plan to continue to build on this sense of community, and he encouraged the new Board to embrace the values and traditions of Carolina.
- A central theme in the mission of the University is service. Everyone here are here to serve a "diverse population of undergraduate, graduate and professional students" as they pursue their educational and professional goals. This University is also here to serve the state of North Carolina and its citizens. We as a Board must continue to create these opportunities that allow our University to give back to our state and the country as a whole.
- Trustee Summers ended by quoting Dr. Martin Luther King Jr., "The function of education is to teach one to think intensively and to think critically. Intelligence plus character- that is the goal of a true education." In the coming years, Carolina must embrace this sentiment and pursue excellence on all fronts of higher education in the 21st century.

[A copy of these remarks is located in the Office of the Assistant Secretary and at bot.unc.edu.]

CHANCELLOR'S REMARKS

Chancellor Folt spoke on the following:

- She started by welcoming new Student Body President, Houston Summers. Trustee Summers is a former minor league baseball player, Buckley Public Service Scholar, and Captain of our track and field team. We have great confidence in his ability to lead our student body. Chancellor Folt thanked Trustee Summers for what he has already done to serve our University, and said she looks forward to working with him this year.
- This year's Spring Commencement was one of the best in many years.
 - There were approximately 29,000 family members, friends, faculty and staff present.
 - The class of 1965 – the first wave of baby boomers – set a new record for the most people to ever attend a Carolina 50th anniversary celebration.

- Our speaker, Jason Kilar '93, the creator of Hulu, struck a chord with our graduates. His address was equal parts – personal and poignant, aspirational and devastating – but above all one about dreams and perseverance.
- The morning after graduation, we gathered the best HIV/AIDS researchers in the world, the CEO of one of the top global pharmaceutical companies, and North Carolina's Governor, to announce a historic, first-of-its-kind joint venture between UNC-Chapel Hill and GlaxoSmithKline (GSK) that could change tens of millions of lives.
 - Together we are creating a dedicated HIV Cure Center and a new company, Qura Therapeutics that will focus on discovering a cure for HIV/AIDS.
 - Carolina has been at the forefront of HIV/AIDS research for the last three decades – admitting our first patient with HIV to UNC Hospitals in 1981. This partnership with GSK gives us an opportunity to further our vision of being a 21st-century public research university with an ever-expanding focus on discovery and entrepreneurship. All while continuing our long-standing commitment to taking on society's toughest challenges.
- Chancellor Folt thanked the Board on their leadership on the naming issue being covered later today. Working in conjunction with our leadership team, the early results of several campus-wide initiatives, including Campus Conversations, designed to give students from all walks of life a stronger voice and help bridge the social barriers that still divide.
- On Memorial Day, May 25th, we launched a transformational new distance-learning program, UNC CORE. The goal of UNC CORE is to accelerate higher education opportunities and increase degree attainment for active duty military, veterans, and National Guard and Reserve members. This program was the vision of our Board of Governors Special Committee on Military Affairs led by Raiford Trask.
 - They have been working hard to expand opportunities to veterans in partnership with UNC General Administration staff members Kimrey Rhinehardt, Matthew Rascoff and Anne Marie Beall, and with Rob Bruce and his team at the Friday Center.
 - By implementing this program, we are taking advantage of our expert resources, the Friday Center for Continuing Education and Kenan-Flagler Business School, which was just named the top online MBA program for veterans by *U.S. News & World Report*.
 - Our people like Dr. Bruce Cairns and our programs – UNC Executive Development, UNC Medical Center's Physicians Assistant Degree Program, Warrior-Scholar Project – make UNC CORE a natural fit for us.
 - What makes this program unique is that by offering a program from UNC to active duty military and veterans, we are offering not just any program, but an extremely high value program. We are also bringing to this endeavor every skill required at high attainment.
 - For Carolina, our online programs have a remarkably high attainment – at 74% and greater as compared to others at less than 20%.
- Yesterday, we celebrated an amazing new arts innovation lab that will help the way Carolina expresses art in Chapel Hill. We heard from Mayor Kleinschmidt and UNC-Chapel Hill's artistic treasure, Emil Kang, at the event.
 - The CORE @Carolina Square will serve as a centerpiece for arts, entertainment, commerce and community in the heart of Chapel Hill.
 - This space matters for many reasons:
 - It will allow faculty from all across campus to bring the arts into the important work and research they conduct.
 - Serve as a multi-function arts innovation lab and the home of Arts@TheCore, a program that integrates the performing arts into the

- academic life of the University.
 - It will provide a center for researchers and artists to collaborate, experiment and workshop new ideas that bring together the arts with technological and scientific innovation.
 - Lastly, it will create a unique space for student and community performances.
- The Southern Association of Colleges and Schools (SACS) is holding their board meeting in early June in Norfolk, Virginia. They will be reviewing our compliance with accreditation standards. Chancellor Folt remarked that she has the utmost confidence in the integrity of our programs at Carolina. The University is a founding member of and has a long-standing relationship with SACSCOC. We have pledged full and continued cooperating with SACSCOC in this review.
 - On Friday, May 22, UNC received the Notice-of-Allegations from the NCAA. We take these allegations very seriously, and will carefully evaluate them to respond within the NCAA's 90-day deadline. The University will release that notice as soon as possible. The notice is lengthy and must be prepared for public dissemination to ensure we protect the privacy rights as required by federal and state law. When that review for redactions is complete, the University will post the notice on the Carolina Commitment website and notify news media.
- Chancellor Folt took time to recognize Chair Caudill for his service as Chair of the Board over the last two years. She looks forward to working with him during the next four years.
- Chancellor Folt also recognized the departing trustees: Trustees Clay, Grauer, Lerner, Secretary Shuping-Russell and Vice Chair Gardner for their service.
- Next, Chancellor Folt recognized the first group of Chancellor's Fellows from this last year: Christy Lambden, Katherine Phillips, and Lara Taylor who will be ending their terms next month.
- Chancellor Folt ended by introducing Rob Bruce, Director of the Friday Center to talk about UNC CORE.

[A copy of these remarks is located in the Office of the Assistant Secretary and at bot.unc.edu.]

UNC CORE

Rob Bruce, Director of the William and Ida Friday Center for Continuing Education, presented to the Board on UNC CORE. UNC CORE is a program designed to accelerate the degree path for active duty service members, veterans, and National Guard and Reserve members. This will allow them to complete general education college courses from a distance on a flexible schedule. Since the announcement last week the program has been covered by news media all over North Carolina. They have also received inquiries for collaboration and partnerships. Dr. Bruce went over the next steps for the program that include: increasing academic advising, conducting base advisor trainings, accelerating course creation, researching flexible models, investing in outreach and marketing and exploring degree completion. To conclude the presentation, Dr. Bruce entertained questions from the trustees. This presentation can be found on bot.unc.edu and on file in the Office of the Assistant Secretary.

CAMPUS NAMING ISSUE

Vice Chair Gardner began by explaining the process through which the Board approached the issue of the name of Saunders Hall. In May 2014, the University Affairs committee received a petition signed by 800 students and the faculty of the Religious Studies and Geography departments to change the name of Saunders Hall. Along with Trustee Duckett, Vice Chair Gardner researched the history of William Saunders and the naming of Saunders Hall in 1920. They conducted over 200 meetings with students, faculty, alumni and University leaders current and past. They also consulted with experts of history, memorials and public policy. During one

of these meetings, they met with student leaders who asked that, in addition to changing the name of Saunders Hall, a plaque be placed on McCorkle Place to contextualize the Confederate Memorial known as Silent Sam, and a mandatory curriculum be created to teach the racial history of UNC. Later this group amended its request to change the name of Saunders Hall to a more specific request, that the new name be Hurston Hall, after Zora Neale Hurston. This search for information culminated at the March 2015 meeting of the University Affairs committee where they heard from the leadership of The Real Silent Sam Coalition, president of the UNC College Republicans, four UNC faculty members, and two alumni. Following this meeting, the UNC community was asked for proposals in an online forum. Over 700 submissions were received online. Throughout this process the Trustees stated a goal of developing a comprehensive solution that would address all the topics mentioned earlier.

Vice Chair Gardner reiterated the objectives for this process:

1. To be responsive to all of our students, faculty and alumni
2. To teach students and ALL interested parties about UNC's past, both good and bad
3. To prepare our students to be effective in an increasingly diverse world

Vice Chair Gardner and Trustee Duckett described the principles used to evaluate solutions. All ideas had to:

- Be grounded in evidence and research
- Be focused on teaching and learning
- Be careful not to impose today's social norms on the past
- Not hide the unpleasant aspects of our history
- Be accurate, complete and accessible
- Be practical and sustainable for future generations
- Lastly, must include clear responsibility for execution.

The solutions recommended by Vice Chair Gardner and Trustee Duckett fell into several categories that were addressed in three resolutions. Rather than direct these resolutions through the University Affairs committee, which had been overseeing this topic, the Board agreed to take them up as a part of its open session. These three resolutions together were seen by the Board as providing a comprehensive solution.

The first resolution addressed the curating of campus and teaching of UNC's history. Trustee Duckett read the first resolution:

RESOLUTION #1 – CURATING THE UNC CAMPUS AND TEACHING UNC'S HISTORY
BOARD OF TRUSTEES
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
May 28, 2015

The Board of Trustees would like to ensure that students, prospective students, faculty, staff and anyone with an interest in the University have the opportunity to learn about Carolina's history, values, and contributions to society. The Board requests that the Chancellor and her administration commission one or more task forces to:

1. Create historical markers for McCorkle Place and Saunders Hall that provide an accurate, accessible and complete history of each place. Make specific recommendations including timeframe, and budget for review by the University Affairs Committee and approval by of the Board of Trustees no later than November 2015 meeting.
2. Evaluate the current information we publish on our buildings, monuments, memorials

and landscapes as to its accuracy, completeness and accessibility. Make specific recommendations for improvements including feasibility, timeframe, and budget for approval by the University Affairs Committee of the Board of Trustees no later than May 2016 meeting.

3. Study the feasibility of a public space to house a permanent collection of UNC's history. Present the findings and make specific recommendations including timeframe, and tentative budget for review by the University Affairs Committee of the Board of Trustees no later than May 2016 board meeting.
4. Explore options for creating an on-line orientation program or course for all new community members (students, faculty, and staff) to learn about UNC's history, values, and contributions to society. This should be short, not for credit, free and open to all students, faculty, staff, and alumni. Present the findings and make specific recommendations including timeframe, and budget for review by the University Affairs Committee of the Board of Trustees no later than May 2016 meeting.

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Secretary Shuping-Russell asked who they would want to do the curation of campus. Trustee Duckett responded by saying that they would include a combination of historians, archivists and experts in the field. Vice Chair Gardner added that there was already a standing committee at the University to address its history that he didn't know about until recently. He indicated that they are ready and willing to help address the curation of campus.

Chair Caudill stated that there was a motion by Trustee Duckett to approve resolution #1, and it was seconded by Trustee Curtis. He then asked for a vote by a show of hands. The resolution unanimously passed.

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The second resolution addressed the naming of Saunders Hall. Vice Chair Gardner gave some background on William Saunders, saying that Mr. Saunders made many significant contributions to the State of North Carolina. He served as Secretary of State for 12 years. He worked to save the state's colonial-era records which became the basis of the current North Carolina Archives. He also served on the UNC Board of Trustees for 17 years, 13 of those as Board Secretary. He was also a colonel in the Confederate army. The Board of Trustees recommended a building be named for Mr. Saunders in 1920. In the official record of the Board of Trustees that approved the naming of the building, they cited Mr. Saunders' role as "Head of the Ku Klux Klan in North Carolina" as one of the qualifications for the honor of having the building named for him. Although no other hard evidence to support Mr. Saunders' leadership in the KKK could be found, the University and Board at that time believed he was the leader of the North Carolina Klan. Based on that understanding, Vice Chair Gardner offered the second resolution to address the naming of Saunders Hall. Trustee Duckett read the second resolution:

**RESOLUTION #2 – RENAMING SAUNDERS HALL TO CAROLINA HALL AND EXPLAINING
THE HISTORY OF SAUNDERS
BOARD OF TRUSTEES
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
May 28, 2015**

The Board of Trustees has reviewed the history of the naming of Saunders Hall for UNC alumnus and trustee, William L. Saunders. We recognize and appreciate Mr. Saunders many contributions to UNC and the State of North Carolina. However, we believe the University made an error in citing Mr. Saunders' leadership of the Ku Klux Klan (KKK) during Reconstruction as a qualification for the honor. During Mr. Saunders reputed leadership of the Klan, the Klan was a violent terrorist organization that sought to overthrow duly elected state governments and

reverse rights granted to newly-emancipated African Americans. Membership in and the activities of the KKK were illegal at that time and their activities would be illegal today. Leadership of the KKK as a qualification for the honor of a building name is inconsistent with UNC's values of Lux Libertas and where we are going as an institution.

Therefore, the Board of Trustees instructs the Associate Vice Chancellor for Facilities Services to remove William L. Saunders' name from Saunders Hall.

We further request a historical marker be placed on, in or near the building explaining Mr. Saunders' contributions to UNC and the State of North Carolina, the naming of the building in 1920, the historical context of the period, and the reason why the Board of Trustees has chosen to remove the name.

We approve the renaming of Saunders Hall to Carolina Hall and further request a plaque be placed on, in, or near the building with the following language:

<p>Carolina Hall</p> <p>We honor and remember all those who have suffered injustices at the hands of those who would deny them life, liberty and the pursuit of happiness.</p> <p>Lux Libertas UNC Board of Trustees 2015</p>

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Chair Caudill opened the floor for discussion. Trustee Brown began by thanking Chair Caudill, Vice Chair Gardner and Trustee Duckett for their efforts on this issue. Trustee Brown noted that he was proud of the University for taking on such a sensitive issue that evokes many strong feelings. During the discussions of this matter, he was reminded of the many sides and perspectives of his colleagues and the community. He stated that, for him, this resolution needed to be considered along with resolution #3, which set a moratorium on additional name changes until the educational program of resolution #1 could be achieved. Taken together, he would vote in favor of resolution #2 to rename Saunders Hall. He would also vote in favor of resolution #3 that would be discussed next. Trustee Brown indicated his belief that these three resolutions together are in the best interest of the University. He noted that this was a particularly tough decision to make. He cited the important discussions that have occurred, especially at the previous meeting, as proof. He also noted that some believe this renaming is an effort to rewrite history and that, especially at a leading University like UNC, care should be given to preserve the University's history - good or bad. Preserving this history means remembering the sometimes hurtful and painful past, and providing an opportunity for all to learn from it and celebrate the progress we have made. By curating and educating to preserve our history we will be reminded of the Carolina in 2015 as evidence of progress that has been made, and of the progress that must continue.

Next, Trustee Clay provided remarks. He echoed Trustee Brown's thanks to Chair Caudill, Vice Chair Gardner and Trustee Duckett for their research and efforts. He also thanked the students and faculty who brought this issue to the Board's attention. Trustee Clay indicated that his is glad that the University has gone through this process. He stated that his normal view would have been to leave the name as is because we know our history and it is important to fully acknowledge all aspects of it. The deciding factor for Trustee Clay, however, hinged on the

historical record of the 1920 Board having cited Mr. Saunders' leadership of the KKK as a qualifying factor. Trustee Clay agreed that the earlier Board erred on that basis and that the current Board's obligation was to remedy that error. He also hopes that the motivation that led to the unease about aspects of our history leads to further conversations about race on campus.

Secretary Shuping-Russell thanked everyone for their work. She indicated her belief that the finding of the reference in the minutes citing Mr. Saunders' position as "Head of the Klan" was a game-changer for everyone. Until then, there was no record to be found, at least at this University, of his leadership in the organization. Further, she remarked on the decision to name the building to Carolina Hall. She cited the name as a wonderful choice that would highlight the building's dedication of it to all the people of the State, including those who have been oppressed, and serve as a point of unity on campus. Secretary Shuping-Russell then indicated that she would be voting in favor of resolution #2.

Trustee Lerner's remarks started with thanks to all who worked hard to get the Board to the decision. He referenced the difficulty of this issue for the Board and for himself. He talked about the importance of history within his heritage. He indicated that we are all a product of our history. Trustee Lerner stated that when this issue came up he was concerned about the loss of that history. He went on to say that the first resolution satisfied his concern related to losing history. Trustee Lerner ended by stating that he would vote in favor of resolution #2.

Trustee Summers said that his remarks were on behalf of the students. He thanked the Board, as a whole, for taking on this issue and considering it seriously.

Chair Caudill stated that there was a motion by Trustee Duckett to approve resolution #2, and it was seconded by Secretary Shuping-Russell. He then asked for a vote by a show of hands. Trustees Caudill, Gardner, Shuping-Russell, Brown, Clay, Curtis, Duckett, Hopkins, Lerner and Summers voted in favor of the resolution. Trustees Cochrane, Grauer and Stone voted in opposition. Resolution #2 passed with a 10:3 vote.

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Vice Chair Gardner continued with remarks and showed the UNC charter. He indicated that the charter of our institution is clear that the University's primary mission is the education of its students. He said that as the Board studied the issue of Saunders Hall, he became convinced that the institution has done an inadequate job of providing education about the campus and its history. The initiatives outlined in resolution #1 will take time and the initiatives related to the curation of historic buildings, monuments and landscapes will also take time. This is what led to development of resolution #3 - to put a freeze on renaming historic buildings, monuments, memorials and landscapes until the institution can see the results of its education and curation initiatives. He called on Trustee Duckett to read resolution #3:

**RESOLUTION #3 – FREEZE ON RENAMING BUILDINGS
BOARD OF TRUSTEES
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
May 28, 2015**

The new education and curation initiatives outlined in resolution 1 will require a period of time to take effect. Therefore, the Board of Trustees hereby declares a 16-year freeze on renaming historical buildings, monuments, memorials and landscapes.

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Chair Caudill opened the floor for discussion and comments. Trustee Hopkins provided comments. She began by stating her strong feelings in favor of this resolution and her hope

that students will allow this decision to take place and see what comes of it.

Chair Caudill then provided remarks. He elaborated on why a 16 year period was chosen. He explained that it represents four generations of students, and eight Boards of Trustees. The point is for the education and curation to have time to take root and actually begin to work. This is something that will take considerable time.

Secretary Shuping-Russell commented that, with as much history as there is at UNC, it could take as long as 16 years to really see a full implementation of the curation and education initiatives. She stated that this doesn't mean things won't be renamed after this period of time, but the idea of putting in place a program that covers more than 220 years of history will take time. This resolution will make sure that people are well-educated about the history when a renaming is brought forward again in the future. She indicated that she wrestled with the idea of 16 years but, in the end, agreed that it is the right choice.

Chair Caudill stated that there was a motion by Trustee Duckett to approve resolution #3, and it was seconded by Trustee Clay. He then asked for a vote by a show of hands. The resolution unanimously passed.

--

Chair Caudill thanked Vice Chair Gardner and Trustee Duckett for the countless hours they put into the issue. He asked if anyone else would like to comment.

Trustee Cochrane then read remarks on behalf of Trustees Stone, Grauer, and himself, who voted in opposition to resolution #2, but in favor of resolution #3. He cited the complexity of the issue and said it is fueled by passion and emotion on both sides. He offered that the issue here is about more than just a name – that it is also about history, education, and explanation. Trustee Cochrane acknowledged his pride in how members of the Board and the extended Carolina community worked together to address this critical issue. On behalf of those trustees who voted in opposition to resolution #2, he said that they felt like there was no single right answer (as with anything that involves a person's system of beliefs), especially as they look at the past through the lens of 2015. He added that some members decided to focus not only on a name but more on the University's history – good, bad, and sometimes ugly – and the University's mission to teach it, learn from it, and show how far we have come and how far we still have to go. Trustee Cochrane said that each of the trustees who voted no to resolution #2 accept the decision and pledge 100% support to Chancellor Folt and her administration in the successful execution and implementation of each of the resolutions passed by the Board. He emphasized the unity of the Board in that support and its willingness to go forward together.

Trustee Duckett thanked everyone involved in this process, especially the Board, Chancellor and most importantly Vice Chair Gardner. He said that the outcome was worth all of the time and effort and that it would make for a better university. Trustee Duckett indicated his feeling and belief that the University has addressed this issue completely, and in a way that will help the University. He reflected, upon having recently lost some close friends and mentors, on what Coach Dean Smith would have said to this. In place of asking Coach Smith, he asked the Coach's pastor, Reverend Robert Seymour what he thought Coach Smith would say. Rev. Seymour said that the name over the door wasn't important; it was the people who welcomed you through that door that mattered. Trustee Duckett continued, saying that we should welcome everyone who comes to our University. He quoted his favorite line from a book, "it is easier and more appropriate to judge ideas than individuals." He ended by saying how proud he was of this University and the direction we are headed.

Vice Chair Gardner then provided remarks. He indicated that he received thousands of emails

on this issue. In addition, he noted why Saunders Hall was not renamed Hurston Hall, focusing on Ms. Hurston's brief time at UNC. Vice Chair Gardner then moved to address two specific groups: the ones who are concerned with the University rewriting history, and the student activists. To those who believe we are rewriting history he believes that we are not rewriting history, but instead shining a bright light on it. To the student activists he congratulated them on their efforts to see this through to the end. He hopes that they can use this motivation to continue to change lives in North Carolina and beyond.

Next, Chancellor Folt provided remarks. She thanked the Board for its work, and its inclusion of the leadership team on this issue. She continued to say that it has been an honor to work with each of the trustees throughout the year. It doesn't go unnoticed the listening and input they sought out in North Carolina and beyond. Chancellor Folt also thanked Trustee Cochran for his remarks and stated that regardless of the vote one thing is clear: everyone is in support of the mission of our University to teach our students. The job of curation and education is not a small task, and will take time. It will be one that involves everyone to get it right. This is why she supports the moratorium on renamings, so that we can focus on the education of history.

Trustee Clay wanted to comment based on the remarks by Chancellor Folt. The next ten years will be critical for higher education, and it is important to know what this University will do in that time. We have to imagine what learning will be like, and make those changes as it comes. There will also be competition for talented faculty. We must focus on student learning, not just teaching. Strategic planning will allow us to see where we would like UNC-CH to be in the future.

Chair Caudill concluded the remarks. He thanked the entire Board for choosing to take on this issue. They took a deep dive into this, and have tackled a very complex issue. The Board voted on three resolutions that together make one comprehensive solution. They are being passed all together to represent the Board's intent moving forward.

[A copy of this presentation can be found in the Office of the Assistant Secretary, and at bot.unc.edu.]

REPORT OF THE EXTERNAL RELATIONS COMMITTEE

Trustee Curtis presented a review of the External Relations Committee meeting. There were no action items for this Committee in open session. The committee heard a presentation on the joint UNC-CH and Town of Chapel Hill police partnership given by UNC Chief of Police Jeff McCracken and Town of Chapel Hill Police Chief Chris Blue. A communications update was given by Joel Curran, Vice Chancellor for Communications and Public Affairs, and the development report was given by David Routh, Vice Chancellor for University Development (ATTACHMENT B). A full review of the committee meeting may be found in the committee minutes in the Office of the Assistant Secretary, and at bot.unc.edu.

REPORT OF THE FINANCE AND INFRASTRUCTURE COMMITTEE

Trustee Lerner presented the report from the Finance and Infrastructure Committee. The following items were approved as part of the consent agenda:

- Designer Selections:
 - Davie Hall, Gardner Hall, and Lineberger Comprehensive Cancer Center Elevator Repairs (ATTACHMENT C)
 - Taylor Hall Fire Safety Improvements (ATTACHMENT D)
- Property Acquisition by Lease:
 - Lease of Auditorium/Theater Space for Carolina Performing Arts at New Carolina Square (ATTACHMENT E)

- Lease of Office Space for Frank Porter Graham Child Development Institute at Existing Location in Carrboro (ATTACHMENT F)

A motion was made from committee to approve the consent agenda items, it was seconded by Trustee Grauer and passed unanimously.

Trustee Lerner said that because of time constraints and because there were no questions about the written reports already distributed, the committee decided not to hear formal oral presentations of the following items and instead referred them to the information only part of the agenda.

- Preliminary Design: The Pit Area Sidewalk Improvements (ATTACHMENT G)
- Internal Audit Report (ATTACHMENT H)

Trustee Lerner briefly reviewed the other items presented to committee for information only:

- Development Report given by David Routh, Vice Chancellor for University Development (see Attachment B in the External Relations report)
- Financial Update given by Matt Fajack, Vice Chancellor for Finance and Administration (ATTACHMENT I)
- Facilities – Deferred Maintenance Presentation given by Abbas Piran, Director of Engineering Information Sciences; and Matt Fajack, Vice Chancellor for Finance and Administration (ATTACHMENT J)

A full review of the committee meeting may be found in the committee minutes in the Office of the Assistant Secretary, and at bot.unc.edu.

REPORT FROM THE INNOVATION AND IMPACT COMMITTEE

Trustee Clay presented the report from the Innovation and Impact Committee. There were no action items for this committee in open session. The committee heard presentations on the HIV/AIDS Cure partnership between UNC and GlaxoSmithKline from David Routh, Vice Chancellor for University Development and Mark Meares, Associate Vice Chancellor for Corporate and Foundation Relations and Talent Management. Following that, they heard an update on Commercialization and Economic Development from Interim Vice Chancellor for Commercialization and Economic Development Judith Cone. Ms. Cone introduced Dr. Bryant Moore, Director of Strategic Partnerships, who will be working closely to help support the University's goal of building key strategic partnerships. Lastly, Trustee Clay gave a summary on the Innovation and Impact committee's work over the last two years. A full review of the committee meeting may be found in the committee minutes in the Office of the Assistant Secretary, and at bot.unc.edu.

(ATTACHMENT K)

REPORT OF THE UNIVERSITY AFFAIRS COMMITTEE

Trustee Gardner presented the report from the University Affairs Committee. He reviewed the item presented to the committee for action:

- Proposed Revisions to the Incentive Compensation Plan for Non-Coaching Staff and Head, Assistant, and Associate Coaches (ATTACHMENT L)

A motion was brought by the committee to approve this plan, it was seconded by Trustee Clay and passed.

Vice Chair Gardner continued to present the item provided for information:

- School of Medicine Faculty Early Retirement Incentive Plan given by Bill Roper, Dean of the School of Medicine, Vice Chancellor for Medical Affairs, and CEO of UNC Health Care. He was joined by Dr. Paul Godley, Professor and Vice Dean for Finance and Administration at the UNC School of Medicine (ATTACHMENT M).

After discussion, Chair Caudill agreed to send a letter of support to the Board of Governors on behalf of the trustees. A full review of the committee meeting may be found in the committee minutes in the Office of the Assistant Secretary, and at bot.unc.edu.

ENTERPRISE RISK MANAGEMENT TASK FORCE PRESENTATION

Secretary Shuping-Russell presented to the Board the Enterprise Risk Management (ERM) Task Force findings. In July of 2013, Chair Caudill appointed Secretary Shuping-Russell to chair the ERM Task Force. This was a trustee-led process including six trustees, the Provost, key Vice Chancellors, Internal Audit, Faculty and Student leaders. In total it took more than 18 months of study to complete. The charge to the Task Force was the following:

- Identify areas of risk or *potential* risk
 - Determine if risks are being successfully mitigated
 - To recommend ways to reduce or eliminate unmitigated risks
- Identify key opportunities for Carolina
- Create a sustainable University approach to assess risks in order to safeguard Carolina's academic quality and institutional integrity.

The Task Force created three subcommittees to evaluate risks and also examined risks based on three variables: the probability of occurring, the impact if they did occur, and the relative timing of such risk (ongoing, 1-3 years, more than 3 years). The three subcommittees covered Strategic and Regulatory Risks, Financial and Operating Risks, and Safety and Regulatory Risks. The Report detailed risks, potential outcomes of those risks, mitigating measures currently in place and additional actions needed. The Task Force Report also stated that its purpose was to identify all key risks, even if they are currently being sufficiently mitigated by the University.

Secretary Shuping-Russell reported that there was one finding common among all the subcommittees – the need for greater trust across constituencies. The Task Force cited a need to prioritize full and timely communications to all University constituents as well as reducing silos that exist in order to create a consistent culture of trust and accountability at Carolina. Following this she summarized each subcommittee's findings.

The main risks cited by the Strategic and Reputational subcommittee related to maintaining a culture of integrity; protecting academic freedom; recruiting and retaining top graduate students, faculty and staff; aligning interests within layers of governance; overseeing a balance in athletics and academics; providing needed transparency; and being mindful of public perceptions in addition to actual facts. The subcommittee noted several ways the University is successfully mitigating these risks. In addition to these, the group made several recommendations that included initiating an institutional strategic plan; strengthening leadership development for faculty going into administrative roles, including succession planning; solidifying and communicating accountability standards; and enhancing the dialogue on the importance of higher education as a job creator and economic driver for the state.

The key risks reported from the Financial and Operational subcommittee were insufficient planning process across financial units; information technology systems that are too decentralized; organizational structure that is too decentralized; outdated budget model that is based on historical allocation of resources rather than allocating resources based on anticipated future needs; inadequate disaster recovery systems and business continuity plans; and insufficient flexible endowment resources. The Report added, however, that most of these risks were controlled. Its recommendations in the finance and operational areas were to begin a capital campaign as soon as possible; increase unrestricted endowment; develop a regular comprehensive financial planning process that would support the University's overall strategic

plan; develop sufficient business continuity plans across campus; and investigate Carolina's optimal organizational structure to ensure we continue to be a leader in higher education and research.

Secretary Shuping-Russell reported that the Safety and Regulatory Risks subcommittee had very broad responsibilities in areas that were always changing. The abundance of federal, state, local, and agency regulations, along with UNC System measures, present challenges. Our growing research efforts spread compliance responsibilities across a broader spectrum of the campus, exposing us to broader risks in research. Safety issues are always a concern on campus and present the highest risks at the institution. The subcommittee stressed that communication across all constituencies is key but it is critical that information be tailored to its audience, delivered in a familiar language. It is also key that all people know the latest, updated policies and procedures; it can be a challenge to get long-time staff or faculty to realize they must constantly learn new regulations. Because of their limited expertise in regulatory and compliance issues the subcommittee did not assess whether we had sufficient mitigation of risks in place. Instead, it cited the procedures we have and then recommended a more in-depth review be undertaken and this be done as a priority.

Secretary Shuping-Russell also highlighted opportunities the Task Force said the University must seize in the near-term future. These were:

- Growing and diversifying the research enterprise, with increased attention on growing corporate research grants;
- Continuing the innovation and entrepreneurship initiatives;
- Initiating a major, dynamic capital campaign;
- Evaluating potential global operations;
- Expanding medical faculty across the state as appropriate; and
- Continuing to lead and collaborate within the UNC System.

Overall, the Task Force made the following recommendations:

- Maintain and support a culture of trust
- Initiate an institution-wide strategic plan as soon as possible
- Launch a major capital campaign as soon as possible
- Maintain an imperative on safety
- Continue to enhance communications so they are timely and complete
- Implement measurable performance goals
- Continue to evaluate the business case for centralization and shared services
- Develop a regulatory repository
- Create a Chief Risk Manager position
- Create a Risk Committee for regular follow-up on this ERM Task Force work.

Secretary Shuping-Russell closed by stating the Task Force concluded that Carolina has sufficient controls in place for most current and foreseeable risks. In areas where additional measures are needed the Report tried to lay them out for further consideration and action. She said Carolina must not shy away from risk but rather focus on controlling risks so that we can make new discoveries and inspire new leadership.

A full copy of this presentation, as well as the full Task Force Report can be found on file in the Office of the Assistant Secretary and at bot.unc.edu.

(ATTACHMENT N)

MOTION TO CONVENE IN CLOSED SESSION

On motion of Secretary Shuping-Russell, and seconded by Trustee Cochrane, the Board voted to convene in closed session pursuant to North Carolina General Statutes Section 143-318.11 (a) (1) (to prevent the disclosure of privileged information under Section 126-22 and the following); and also pursuant to Section 143-318.11 (a) (2), (3), (5), and (6).

RECONVENE MEETING IN OPEN SESSION

Chair Caudill reconvened the meeting in open session.

OPEN SESSION

REPORT OF THE EXTERNAL RELATIONS COMMITTEE

Board of Visitors Class of 2019 Selection

David Routh, Vice Chancellor for University Development approached the committee with the final list of names for the Board of Visitors Class of 2019. The Board was asked to approve this final list of 46 names, as well as the recommendations that Tom Long be appointed Chair of the Board of Visitors for 2015-16. The Board will vote on a Vice Chair at the July 2015 meeting. A motion was made to approve these names, it was seconded and the motion passed.

(ATTACHMENT O)

REPORT OF THE UNIVERSITY AFFAIRS COMMITTEE

Trustee Gardner referred the members to the personnel matters submitted for review. A motion to approve the actions was made, it was seconded by Trustee Lerner, and passed. Chair Caudill stated that the personnel and salary actions voted on in open session had been distributed.

(ATTACHMENT P)

ADJOURNMENT

There being no further business to come before the Board, Chair Caudill entertained a motion to adjourn. The motion was made by Trustee Grauer; seconded by Trustee Lerner and passed. The meeting adjourned at 2:30 p.m.

Dwayne Pinkney, Assistant Secretary



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

TO: Members of the Board of Trustees

FROM: Carol L. Folt

RE: Personnel Mail Ballot

DATE: June 5, 2015

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 Mr. Martin Brinkley as Dean of the UNC School of Law. The appointment is effective July 1, 2015. Attached is the formal offer letter and a copy of Mr. Brinkley'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
provost.unc.edu

June 5, 2015

JAMES W. DEAN JR.
Executive Vice Chancellor and Provost
James_Dean@unc.edu

Martin H. Brinkley
2900 Fairview Road
Raleigh, NC 27608

Dear Martin:

I am pleased to recommend your appointment as Dean of the UNC School of Law at The University of North Carolina at Chapel Hill to the University's Board of Trustees for approval. As Dean, you will be classified as Tier I Senior Academic and Administrative Officer of the University and subject to all of the relevant human resources policies for employees in this category. The following outlines the specific details of your appointment:

Employment effective date

July 1, 2015

Employment status

Your employment is at-will, which means it is subject to continuation or discontinuation at any time at the discretion of the Chancellor.

Employment Policies

Your appointment will be subject to the Employment Policies for Tier I Senior Academic and Administrative Officers as presently defined and as they may be periodically revised and with other published University policies applicable to employees within your assigned job classification. A copy of the employment policies for EPA Non-Faculty employees 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>. In addition, as an EPA Non-Faculty employee, you are also subject to other policies of the University, including policies on discrimination, harassment, and conduct. You should consult the University and Administrative Policies web site at <http://policies.unc.edu> for more information and copies of individual policies.

Compensation

Your annualized base salary is \$395,000 per year based on a full-time work schedule of 1.0 FTE and is subject to periodic review. The Chancellor is responsible for initiating any changes in salary, subject to compensation policies adopted by The University's Board of Governors and/or Board of Trustees.

Leave Accrual

You will receive 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 will 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.

Leave Payout at Appointment End

Up to 30 days (240) hours of annual leave; unused sick leave is not eligible for payout.

Martin H. Brinkley
June 5, 2015
Page 2

Background Check

Appointment is conditional on satisfactory completion of the University's required background check process. In the event this process has not been fully completed at the time your appointment begins, this appointment may be rescinded if any remaining checks disclose information that in the University's judgment are sufficient to bar continued appointment. Before a final decision is made to rescind any appointment, the appointee will receive a copy of the information used in reaching this decision and will have an opportunity to provide clarifying information or proposed corrections to the background check results.

Your appointment is conditional on your acceptance 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 seven (7) calendar days from the date of this letter. Failure to return these signed documents within the indicated timeline may result in cancellation of your offer of appointment.

Lastly, a final word on two topics of interest to all at Carolina: parking and basketball. 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 to the men's basketball games. The basketball tickets will be in the Ring Section where other deans are positioned. Please note that tickets are considered taxable income.

I look forward with great enthusiasm to our working together in furthering the University's mission of teaching, research and public service.

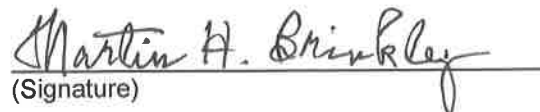
Sincerely,



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

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

Acknowledgment and Acceptance by Appointee:


(Signature)

Date: 5 June 2015

cc: Departmental Personnel File
School/Division Human Resources Officer (When required)
EPA Non-Faculty Human Resources

MARTIN H. BRINKLEY

Curriculum Vitae (updated through March 2015)

PERSONAL

Office: 2300 Wells Fargo Capitol Center (P.O. Box 2611)
Raleigh, N.C. 27601 (27602-2611)
(919) 821-1220 (firm receptionist) / (919) 821-6702 (direct dial)
(919) 413-2155 (mobile)
(919) 821-6800 (fax)
mbrinkley@smithlaw.com

Home: 2900 Fairview Road
Raleigh, N.C. 27608
(919) 781-9119

Family: Married on June 30, 1990 to Carol Elizabeth Scovil of Raleigh, N.C.; three children: Elizabeth Martin (born June 5, 1993); Caroline Powell (born March 2, 1995); Samuel Sherrill Harper (born August 24, 2000)

Birth: September 20, 1966 in Raleigh, N.C. to Sherrill K. Brinkley, native of Davie County, N.C. and Susan Powell Brinkley, native of Wake County, N.C.

EDUCATION

University of North Carolina School of Law, J.D. 1992

Universität zu Köln, Institut für Altertumswissenschaft, 1988-89

Harvard University, A.B. *summa cum laude*, Classics, 1987

Phillips Exeter Academy, diploma with highest honors, 1984

Public schools of Wake County, N.C., 1972-1982

EXPERIENCE

Smith, Anderson, Blount, Dorsett, Mitchell & Jernigan, L.L.P., Raleigh, N.C.
Partner, 2003-present

Primary practice areas: Corporate and commercial law; mergers and acquisitions; antitrust; insurance; regulatory and administrative law; public finance; charitable and nonprofit organizations

Firm leadership:

- Policy & Planning Committee (principal firm management committee) (2008-10, 2015)
- Compensation Committee (2009-present; Chair, 2014-present)
- Team Leader: Regulatory and Governmental Affairs Team (2013-present; includes Smith Anderson's governmental affairs, health care, insurance and administrative law practice groups)
- Legal Opinions Committee (Chair, 2005-present)
- Associates Development Committee (Co-Chair, 2008-10)

Representative practice experience:

- Lead counsel in federal antitrust investigation of \$2.1 billion merger creating largest U.S. supplier of aftermarket auto parts (seller side)
- Lead counsel in \$500 million 2013 catastrophe bond and annual \$150-220 million reinsurance purchases for the benefit of North Carolina's residual property and casualty insurance markets
- Lead counsel in sale of family-owned national customized food service distribution company to subsidiary of Berkshire Hathaway Inc.
- Counsel to largest independent U.S. bottler of major soft drink brands in various local bottler acquisitions and dispositions
- Lead counsel in merger of closely held pharmaceuticals research, development and manufacturing concern with publicly traded Australian pharmaceutical company
- Lead counsel to monitor trustee of information firewall mandated by Federal Trade Commission in international food and beverage industry leader's acquisition of national bottling businesses
- General counsel to North Carolina's residual property and casualty insurance markets (insuring more than \$95 billion in risk exposure, primarily in 20 coastal counties)
- General counsel to Wake County public industrial revenue bond authority in numerous tax exempt bond issuances over nearly 20 years
- Lead counsel to borrowers in industrial revenue bond issuances in Wake, Johnston, and New Hanover counties, North Carolina
- Lead counsel in bankruptcy sales under Section 363 of U.S. Bankruptcy Code

- North Carolina special counsel to international tobacco company in products liability litigation brought by the Province of British Columbia
- General counsel to privately held businesses with annual revenues ranging from \$50 million to more than \$7 billion
- Lead counsel in numerous premerger notification filings under the Hart-Scott-Rodino Antitrust Improvements Act of 1976 and in various U.S. Department of Justice and U.S. Federal Trade Commission premerger antitrust investigations over a 15-year period
- Representation of numerous individual clients upon referral by the North Carolina Office of the Appellate Defender (death penalty appeals) and Legal Aid of North Carolina (consumer finance, landlord-tenant, estate planning and administration, family disputes and other matters) over more than 20 years
- Representation of numerous nonprofit institutions engaged in educational, artistic and religious activities in the Research Triangle region of North Carolina on a pro bono basis over more than 20 years

Moore & Van Allen PLLC, Raleigh, N.C.

Member, 1999-2003; Associate, 1993-98

Practice areas: Corporate and commercial law; mergers and acquisitions; appellate litigation

The University of North Carolina School of Law

Adjunct Associate Professor of Law, 1996-2000

United States Court of Appeals for the Fourth Circuit

Law Clerk to Chief Judge Sam J. Ervin, III, 1992-93

HONORS

Professional:

President, North Carolina Bar Association, 2011-12

Elected Member, American Law Institute, 2004-present

Chambers USA: America's Leading Business Lawyers, Corporate/M&A, 2014-present

International Who's Who of Business Lawyers, Mergers & Acquisitions, 2014-present

Woodward/White's *The Best Lawyers in America* (Corporate Law, Mergers & Acquisitions Law), 2007-present

North Carolina Super Lawyers (Business/Corporate Law, Mergers & Acquisitions, Non-Profit), 2006-present

Business North Carolina's Legal Elite (Business Law: 2008, 2009, 2012-present; "Young Guns": 2007)

AV[®] rated, Martindale-Hubbell[®]

Citizen Lawyer Award, North Carolina Bar Association, 2008

Pro Bono Impact Award, Triangle Business Leader Media, 2008

Impact Law Leader, Triangle Business Leader Media, 2008
University of North Carolina School of Law, Pro Bono Alumnus of the
Year Award, 2012

UNC Law School: Executive Articles Editor (1991-92) and Staff Member (1990-91),
North Carolina Law Review

Harvard College: Phi Beta Kappa, 1987
Latin Orator (David Taggart Clark Prize in Latin), 336th Commencement
Exercises of Harvard University, 1987
John Harvard Scholarship for Highest Academic Achievement, 1984-87
Reuben Arthur Brower Prize for Excellence in the Humanities, 1987
Arthur Deloraine Corey Fellowship Prize for Graduate Study in the
Classics, 1987
George Emerson Lowell Scholarship Prize for Greek, 1985
William King Richardson Scholarship Prize for Greek and Latin, 1986
John Osborne Sargent Prize for Latin Translation of a Lyric Poem of
Horace, 1986

**Phillips Exeter
Academy:** Cum Laude Society
George Sutro Lowenstein Scholarship for the Freshman Year at Harvard
College, 1984
Hatch-Phillips Prize in Greek and Latin, 1984
Prentiss Cummings Prize in Greek, 1984
George Shattuck Morison Prize in Latin, 1984
Woodbridge Odlin Prize in Greek, 1983
Richard F. French '33 Organ Scholar, 1983-84

PUBLICATIONS AND RESEARCH PROJECTS

Biography of Chief Justice Thomas Ruffin of North Carolina (1787-1870); research in progress.

“Threadbare Justice for North Carolina?”: opinion column co-authored with John R. Wester;
appeared in daily newspapers in Charlotte, Raleigh, Greensboro, Winston-Salem, Wilmington,
Asheville and Southern Pines, N.C. (Feb.-Mar. 2014)

Various publications and newspaper opinion columns as President-Elect and President, North
Carolina Bar Association (2010-12)

“Antitrust Update: FTC General Counsel Provides Informal Gun-Jumping Advice,” in *Notes
Bearing Interest* (N.C. Bar Association Business Law Section, June 2006).

“State v. Mann,” “State v. Negro Will,” “Supreme Court,” & “Judiciary, Federal,” in *HANDBOOK
OF NORTH CAROLINA HISTORY*, William S. Powell ed. (Chapel Hill, N.C. 2006).

“The Regulation of Contractual Change: A Guide to No Oral Modification Clauses for North Carolina Lawyers,” 81 N.C. L. Rev. 2239 (2003).

“A Dues Paying Member of Humanity” (memorial tribute to Chief Judge Sam J. Ervin, III, United States Court of Appeals for the Fourth Circuit), 78 N.C. L. Rev. 1 (2000).

“The North Carolina Law Review at Threescore and Ten,” in THE UNIVERSITY OF NORTH CAROLINA SCHOOL OF LAW: A SESQUICENTENNIAL HISTORY, 73 N.C. L. Rev. 563, 773 (Judith W. Wegner, William B. Aycock & Martin H. Brinkley eds. 1995).

THE UNIVERSITY OF NORTH CAROLINA SCHOOL OF LAW: A SESQUICENTENNIAL HISTORY, 73 N.C. L. Rev. 563, co-editor with Judith W. Wegner & William B. Aycock (Chapel Hill, N.C. 1995).

“Prophets in Reverse,” 73 N.C. L. Rev. 573 (1995).

“Our Citadel of Truth: A Paean to William Brantley Aycock,” 73 N.C. L. Rev. 565 (1995) (with Judith W. Wegner).

Review, “Reuel E. Schiller, ‘Conflicting Obligations: Slave Law and the Late Antebellum North Carolina Supreme Court,’ 79 Va. L. Rev. 1207 (1992),” I JURIDICUS 18 (N.C. Supreme Court Historical Society, James L. Hunt ed. 1994).

“The Supreme Court of North Carolina: A Brief History,” in THE NORTH CAROLINA MANUAL 604 (Lisa Marcus ed., Office of Secretary of State, Raleigh, N.C., 1994, with subsequent reprints).

“The Standard of Review on Appeal: A User’s Guide,” 14 THE LITIGATOR 10 (N.C. Bar Ass’n Civil Litigation Section (Oct. 1993)).

Note, “Close Corporation Stock as a ‘Security’ Under Uniform Commercial Code Article 8: North Carolina Embraces the Statute of Frauds in *Stancil v. Stancil*,” 69 N.C. L. Rev. 1432 (1991).

Note, “Despoiling the Spoils: *Rutan v. Republican Party of Illinois*,” 69 N.C. L. Rev. 719 (1991).

PRESENTATIONS

Presentation of Portrait of Associate Justice Willis P. Whichard (Ret.) to the Supreme Court of North Carolina, Raleigh, N.C., July 1, 2014 (to be published in a forthcoming volume of the *North Carolina Reports*).

Presentation of the North Carolina Bar Association's John Johnston Parker Memorial Award to The Honorable John C. Martin, Chief Judge, North Carolina Court of Appeals, Asheville, N.C., June 22, 2013.

"Remarks to Newly Admitted Lawyers," Wake County/10th Judicial District Bar Association, Meymandi Hall, Raleigh, N.C., Sept. 18, 2012.

"The Enduring Heart," Center on Poverty, Work and Opportunity, University of North Carolina School of Law, Chapel Hill, N.C., Nov. 11, 2011.

Various addresses to community, civic and bar association groups across North Carolina during service as President-Elect, President and Immediate Past President, North Carolina Bar Association (2010-13)

"Preparing Lawyers for Tomorrow's Profession: The Future is At Hand," North Carolina Bar Association (co-convener with University of North Carolina School of Law Dean John Charles Boger), Sept. 10, 2010.

"Classical Literature for 21st Century Lawyers," Festival of Legal Learning, University of North Carolina School of Law, Chapel Hill, N.C., Feb. 6, 2009.

"'No Litigation' Opinions after *Dean Foods*," Festival of Legal Learning, University of North Carolina School of Law, Chapel Hill, N.C., Feb. 13, 2006.

"Proposed Amendments to Articles 3 and 4 of the Uniform Commercial Code," North Carolina Bar Foundation (North Carolina Bar Association Business Law Section Annual Meeting), Pinehurst, N.C., Feb. 18, 2005.

Public Lecture, "The North Carolina Supreme Court, 1776-1861," Old Senate Chamber, North Carolina State Capitol, Oct. 7, 2002.

Dan K. Moore Symposium on Legal Ethics, University of North Carolina School of Law, Chapel Hill, N.C., Oct. 13, 2000.

Presentation of Portrait of United States Circuit Judge Sam J. Ervin, III to En Banc Session of the United States Court of Appeals for the Fourth Circuit, Apr. 5, 2000 (reprinted at 220 F.3d XLIII (2000)).

Professionalism VI Continuing Legal Education Seminar, North Carolina Bar Foundation, Cary, N.C., Dec. 4, 1998.

"Exploring and Understanding Character Evidence," Trial Evidence Continuing Legal Education Seminar, North Carolina Academy of Trial Lawyers Education Foundation, Inc., Winston-Salem, N.C., Feb. 3, 1995; Raleigh, N.C., May 5, 1995.

PROFESSIONAL

Admissions

to practice: North Carolina, 1992
United States Court of Appeals for the Fourth Circuit, 1993
United States District Court for the Eastern District of North Carolina, 1993
United States District Court for the Middle District of North Carolina, 1993
United States District Court for the Western District of North Carolina, 1993

North Carolina Bar Association and North Carolina Bar Foundation:

Leadership:

President, 2011-12; President-Elect, 2010-11 (Chair, Audit & Finance Committee; Executive Committee); Immediate Past President, 2012-13

Presidential Initiatives:

- Established “Lawyer on the Line” statewide pro bono program, in which private practitioners provide one-hour consultations to indigent clients on referral from Legal Aid of North Carolina in selected areas of law. Since the program’s inception in 2011, 12,100 clients have been served; 925 attorneys, 150 law students and 40 paralegals have handled at least one LOTL case; and 11,800 hours of pro bono service have been donated, worth about \$3 million on the private market (assuming an average hourly rate per lawyer of \$250/hour). The program has reduced LANC’s burden of triaging cases, freeing up LANC staff attorneys to devote attention to more challenging matters. LOTL volunteer attorneys often agree to handle referred clients’ cases beyond the initial consultation through final resolution.
- Worked successfully to preserve and increase funding for the North Carolina state court system and statewide legal services organizations in a period of declining legislative appropriations.
- Adoption by Executive Order of Gov. Beverly E. Perdue of merit screening panel to vet candidates for state court judgeships. Extensive but ultimately unsuccessful legislative efforts to eliminate popular election of state judges in favor of merit selection.
- Sought to elevate N.C. Bar Association’s legislative presence and stature on “core justice” issues (court funding, legal aid funding and merit selection of state judges).

Board of Governors, 2000-03 (Audit & Finance Committee)
Chair, Young Lawyers Division, 1998-99 (Executive Committee, Board of Governors)
Past Presidents’ Council (Chair, 2012-13)

Committees and Task Forces:

Vice Chair, Executive Director Search Committee, 2014-16
Chair, Charter and Bylaws Review Study Committee, 2014-15
Open Courts Commission, 2014-15
Legislative Advisory Committee, 2012-present
Committee for Judicial Independence, 2010-present (Co-Chair, 2012-13)
4All Task Force (Inaugural Co-Chair, 2007-08) (statewide initiative addressing systemic problems relating to the provision of legal services to the poor; project received American Bar Association's Harrison Tweed Award, 2009)
Strategic Planning & Emerging Trends Committee, 2001-06 (Chair, 2004-06)
Citizen Lawyer Task Force, 2006-07
Communications Advisory Committee, Chair, 1999-00
Administration of Justice Task Force, 1996-98
Appellate Rules Study Committee, 1995-96
Endowment Committee, 1997-98
Membership Recruitment and Retention Committee, 1999-00

Business Law Section:

Uniform Commercial Code Committee, 2004-10

American Law Institute:

Elected Member, 2004-present
Member Consultative Groups for Principles of the Law of Nonprofit Organizations;
Restatement of the Law (Third), Trusts; Restatement of the Law (Third), Restitution and Unjust Enrichment

The North Carolina State Bar:

Ethics Committee (advisory member), 1999-00
Grievance Committee (advisory member), 2000-04

North Carolina Board of Law Examiners:

Select Drafting Committee for North Carolina Bar Examinations, 2004-07 (Contracts; Corporate Law; Constitutional Law; Sales and Secured Transactions)

Wake County Bar Association / North Carolina 10th Judicial District Bar:

Board of Directors, 2000-02

American Bar Association:

Section of Business Law: Committee on Legal Opinions (Editor, *Legal Opinions Newsletter*, 2007-10); Uniform Commercial Code Committee

Fourth Circuit Judicial Conference:

Permanent Member, 1999-present

Legal Aid of North Carolina:

Board of Directors, 2010-11

Co-Chair, Large Law Firm N.C. Statewide Campaign, 2014

American Judicature Society**Fellow, American Bar Foundation****CHURCH****Christ Episcopal Church, Raleigh, N.C.:**

Vestry, 2009-12, 2001-04 (Senior Warden, 2003-04; Junior Warden, 2011-12; Clerk, 2001-03)

Rector Search Committee, 2009-10

Co-Chair of Annual Commitment (Stewardship) Campaigns, 2007, 2008

Various parish committees and activities, 1992-present

Episcopal Diocese of North Carolina:

Vice Chancellor (legal adviser to Bishop Michael B. Curry and various diocesan bodies),
2006-present

Standing Committee, 2009-12

Delegate, 183rd (1999) through 191st (2007) Diocesan Conventions

Committee on Administration of the Diocese (188th and 189th Conventions)

Committee on Constitution and Canons (190th and 191st Conventions)

CIVIC AND COMMUNITY**The North Carolina Symphony Society**

Trustee, 2013-16 (Executive Committee; Co-Chair (with Richard Daugherty), Development Committee; Major Gifts Cabinet, 2014-15; Corporate Cabinet. 2013-14; Special Budget Task Force, 2015)

The Philharmonic Association

Board of Directors, 2014-present

The North Carolina Chamber Music Institute
Trustee and Treasurer, 2014-present

Saint Mary's School
Trustee, 2013-16; Secretary, 2014- (Committee on Trustees and Governance; Committee on Risk Management)

North Caroliniana Society
Member, 1992-present
Secretary-Treasurer, 2010-present; Treasurer, 2005-10; Trustee, 2003-present
Committee on the Future of the North Caroliniana Society (Gov. Robert W. Scott, chair), 1998-00 (Recorder and Reporter)

Center for Law and Humanities
Steering Committee, 2005; Treasurer and Board of Directors, 2006-10

The Cherry Hill Historical Foundation, Inc.
Board of Directors, 2005-07

Wake County Library Commission, 2005-07

The State Capitol Foundation, Inc.
Board of Directors, 2004-07

Phi Beta Kappa Association of Wake County
President, 1995-97
Board of Directors, 1994-98, 2004-06

The North Carolina Supreme Court Historical Society
Trustee, 1993-00, 2001-04

Raleigh History Club, 2001-13

Phillips Exeter Academy
President, Class of 1984, 1994-99
Class Agent and Major Gifts Chair, Class of 1984, 1993-94

Friends of the North Carolina State Museum of Natural Sciences
Board of Directors, 1994-00
Chair, Nominating Committee, 1995-97

The Wake County Historical Society, Inc.
Board of Directors, 1994-96

AVOCATION

Pianist: Solo and chamber music repertoire, primarily of the 18th and 19th centuries.



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

Mail Ballot

Board of Trustees

June 5, 2015

Attached for your review and approval is a memo concerning the terms of appointment and compensation for Martin Brinkley as Dean of the UNC School of Law. This mail ballot will be approved as part of the Consent Agenda at the Full Board meeting on Thursday, July 23, 2015.

The undersigned votes as follows with respect to the recommendation proposed in Chancellor Folt's memorandum dated June 5, 2015.

	Approve	Disapprove
Appointment and compensation for Martin Brinkley as Dean of the UNC School of Law	<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

This mail ballot was approved by majority vote on June 5, 2015 by the following trustees: Lowry Caudill, Alston Gardner, Sallie Shuping-Russell, Jeff Brown, Haywood Cochrane, Donald Curtis, Chuck Duckett, Peter Grauer, Kelly Hopkins, Dwight Stone, and Houston Summers. Trustee Steve Lerner recused himself from the vote.



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

TO: Members of the Board of Trustees

FROM: Carol L. Folt

RE: Contracts with Jenny Levy, Brian Kalbas and Harlis Meaders;
Amendment to Contract with Roy Williams

DATE: June 9, 2015

In follow-up to discussions during the May 28, 2015 Board of Trustees meeting, I write to recommend Employment Agreements for:

Jenny Levy, Head Women's Lacrosse Coach;
Brian Kalbas, Head Women's Tennis Coach; and
Harlis Meaders, Head Coach, Track and Field and Cross Country.

I also recommend further amendment to the Employment Agreement for Roy Williams, Men's Head Basketball Coach.

The details of each proposal are described in attached Exhibits A, B, C and D.

Also attached to this memorandum are the following:

- (i) A resolution which, if approved, will authorize the University to enter into Employment Agreements with Coach Levy, Coach Kalbas, and Coach Meaders on the terms described in Exhibits A, B, and C; and to enter into a Third Amended and Restated Employment Agreement with Coach Williams on the terms described in Exhibit D; and
- (ii) A mail ballot.

I recommend approval of the attached resolution.

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

Exhibit A – Proposed Head Coach Agreement for Coach Jenny Levy

(a) Define the term of Coach Levy's Employment Agreement to three years, so that it will continue until June 30, 2018.

(b) Increase her salary as follows:

Year	Annual Salary	Nike Funds
Current	\$96,000	\$20,000
Proposed		
2015-16	\$130,000	None
2016-17	\$140,000	None
2017-18	\$150,000	None

(c) Incorporate these terms in a Head Coach Agreement consistent with the policies of the University and the Board of Governors, and with contracts for other University Head Coaches, so that the language of its provisions with respect to duties, compensation, benefits, expenses, outside compensation, records, program support, contract termination, taxes, severability, notice, and waiver is consistent with the corresponding language in existing contracts for other University Head Coaches.

Exhibit B – Proposed Head Coach Agreement for Coach Brian Kalbas

(a) Define the term of Coach Kalbas' Employment Agreement to three years, so that it will continue until June 30, 2018.

(b) Increase his salary as follows:

Year	Annual Salary	Nike Funds
Current	\$90,000	\$20,000
Proposed		
2015-16	\$140,000	None
2016-17	\$150,000	None
2017-19	\$160,000	None

(c) Incorporate these terms in a Head Coach Agreement consistent with the policies of the University and the Board of Governors, and with contracts for other University Head Coaches, so that the language of its provisions with respect to duties, compensation, benefits, expenses, outside compensation, records, program support, contract termination, taxes, severability, notice, and waiver is consistent with the corresponding language in existing contracts for other University Head Coaches.

Exhibit C – Proposed Head Coach Agreement for Coach Harlis Meaders

(a) Define the term of Coach Meaders' Employment Agreement to three years, so that it will continue until June 30, 2018.

(b) Increase his salary as follows:

Year	Annual Salary	Nike Funds
Current	\$110,000	\$20,000
Proposed		
2015-16	\$140,000	None
2016-17	\$160,000	None
2017-18	\$170,000	None

(c) Incorporate these terms in a Head Coach Agreement consistent with the policies of the University and the Board of Governors, and with contracts for other University Head Coaches, so that the language of its provisions with respect to duties, compensation, benefits, expenses, outside compensation, records, program support, contract termination, taxes, severability, notice, and waiver is consistent with the corresponding language in existing contracts for other University Head Coaches.

Exhibit D –Amended and Restated Employment Agreement for Coach Roy Williams

- (a) Extend the term of Coach Williams’ Second Amended and Restated Employment Agreement by three years, so that it will continue until June 30, 2020.
- (b) Increase his annual salary and supplemental compensation, as follows:

Year	Annual Salary	Expense Allowance	Supplemental Compensation
Current	\$371,404	\$40,000	\$1,500,000
Proposed			
2015-16	\$408,169	\$40,000	\$1,550,000
2016-17	\$448,577	\$40,000	\$1,600,000
2017-18	\$492,986	\$40,000	\$1,650,000
2018-19	\$541,778	\$40,000	\$1,700,000
2019-20	\$595,409	\$40,000	\$1,750,000

With Coach Williams’ salary established for the entire term of the Agreement, eliminate a contract term that provided for increases in Coach Williams’ annual salary through the annual review process, in a percentage approximately in line with the percentage salary increase received or expected to be received (if any) by University faculty members for that year.

- (c) Adjust his bonus compensation, as follows:

Event	Bonus
Current	
Appear in NCAA Tournament	1/12 of current annual salary
Elite Eight	1/12 of current annual salary
Final Four	1/12 of current annual salary
APR equals or exceeds 960	1/12 of current annual salary
Proposed	
Appear in NCAA Tournament	\$25,000
Round of 32	\$100,000
Sweet 16	\$150,000
Elite Eight	\$200,000
Final Four	\$200,000
National Championship	\$250,000
APR equals or exceeds 975	\$75,000

- (d) Update Coach Williams' contract so that the language of its provisions with respect to duties, records, benefits, outside compensation, records, program support, contract termination, and notices consistent with the corresponding language in the more recent Head Coach Agreement for Coach Fedora.

Resolution
Board of Trustees
The University of North Carolina at Chapel Hill

WHEREAS, Jenny Levy, Brian Kalbas and Harlis Meaders are each head coaches employed by the University under EPA-Non Faculty letters of appointment; and

WHEREAS, the University wishes to enter into Employment Agreements with each of Coach Levy, Coach Kalbas and Coach Meaders on the terms set out in Exhibits A, B and C to this Resolution; and

WHEREAS, the University and Roy Williams are parties to a 2011 Second Amended and Restated Employment Agreement whereby Coach Williams agreed to serve as the Men's Head Basketball Coach; and

WHEREAS, the University now desires to amend Coach Williams' Amended and Restated Employment Agreement on the terms and conditions set out in Exhibit D to this Resolution; and

WHEREAS, Section 1100.3 of *The University of North Carolina Policy Manual* provides that no contract of employment between an institution and a head athletic coach shall be valid unless and until all terms and conditions of the contract have been approved by the Board of Trustees;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of The University of North Carolina at Chapel Hill hereby approves:

- (a) Entering into Employment Agreements with Jenny Levy, Brian Kalbas and Harlis Meaders on the terms and conditions set out in Exhibits A, B and C to this Resolution respectively; and
- (b) Amending the current Second Amended and Restated Employment Agreement with Roy Williams on the terms and conditions set out in Exhibit D to this Resolution.

The Board of Trustees further authorizes the Chancellor, the Vice Chancellor for Finance and Administration, and the Director of Athletics to execute and deliver such agreements as may be required or as the Chancellor, the Vice Chancellor for Finance and Administration, and the Director of Athletics deem necessary, advisable, or proper in order to consummate such Employment Agreements with Jenny Levy, Brian Kalbas and Harlis Meaders and to consummate an amendment to the Second Amended and Restated Employment Agreement for Roy Williams.



Mail Ballot

Board of Trustees

June 9, 2015

Attached for your review and approval is a memo concerning employment agreements for Coach Jenny Levy, Coach Brian Kalbas, and Coach Harlis Meaders, as well as a further amendment to the employment agreement for Coach Roy Williams. This mail ballot will be approved as part of the Consent Agenda at the Full Board meeting on Thursday, July 23, 2015.

The undersigned votes as follows with respect to the recommendation proposed in Chancellor Folt's memorandum dated June 9, 2015 to enter:

- | | Approve | Disapprove |
|--|--------------------------|--------------------------|
| (a) an Employment Agreement with Jenny Levy; | <input type="checkbox"/> | <input type="checkbox"/> |
| (b) an Employment Agreement with Brian Kalbas; | | |
| (c) an Employment Agreement with Harlis Meaders; and | | |
| (d) a Third Amended and Restated Employment Agreement with Roy Williams; | | |

Signature_____

Printed Name_____

Date_____

Please fax to TJ Scott at (919) 962-1647 or email at tj_scott@unc.edu

This mail ballot was approved by majority vote on June 11, 2015 by the following Trustees: Lowry Caudill, Alston Gardner, Phillip Clay, Haywood Cochrane, Donald Curtis, Chuck Duckett, Peter Grauer, Kelly Hopkins, and Dwight Stone. Trustees Steve Lerner and Houston Summers recused themselves from the vote.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

CAROL L. FOLT
Chancellor

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MEMORANDUM

TO: Members of the Board of Trustees
FROM: Carol L. Folt
RE: Mail Ballot
DATE: June 23, 2015

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
EPA Non-Faculty Compensation Actions	Attachment B

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

The University of North Carolina at Chapel Hill
EXECUTIVE SUMMARY
Board of Trustees
June 25, 2015

Attachment A

Appendix A

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Tenure Request Reason	Effective Date	Salary
Personnel Actions								
New Appointments without Tenure								
1	Academic Affairs	Gabrielle Berlinger	American Studies	N/A	Assistant Professor		7/1/2015	\$67,500.00
2	Academic Affairs	Yasser Boualam	Kenan- Flagler Business School	N/A	Instructor w/Special Provisions		7/1/2015	\$218,000.00
3	Academic Affairs	Maggie Cao	Art	N/A	Assistant Professor		1/1/2016	\$66,500.00
4	Academic Affairs	Michael Dominguez	Education	N/A	Assistant Professor		7/1/2015	\$70,000.00
5	Academic Affairs	Alexander Duncan	Classics	N/A	Assistant Professor		7/1/2015	\$71,000.00
6	Academic Affairs	Jason Franz	Biomedical Engineering Undergraduate	N/A	Assistant Professor		7/1/2015	\$85,000.00
7	Academic Affairs	Benjamin Frey	American Studies	N/A	Assistant Professor		7/1/2015	\$67,500.00
8	Academic Affairs	Olga Hawn	Kenan- Flagler Business School	N/A	Assistant Professor		7/1/2015	\$162,000.00
9	Academic Affairs	Jiuzu Hong	Mathematics	N/A	Assistant Professor		7/1/2015	\$77,000.00
10	Health Affairs	Tate Jackson	Orthodontics	Nominated Clinical Assistant Professor	Assistant Professor		7/1/2015	\$150,000.00
11	Academic Affairs	Lauren Jarvis	History	N/A	Assistant Professor		7/1/2015	\$72,000.00
12	Academic Affairs	Pranav Jindal	Kenan- Flagler Business School	N/A	Assistant Professor		7/1/2015	\$178,000.00
13	Health Affairs	Saif Khairat	Nursing	Visiting Assistant Professor	Assistant Professor		7/1/2015	
14	Academic Affairs	Aikaterini (Daphne) Klotsa	Applied Physical Sciences	N/A	Assistant Professor		7/1/2015	\$78,000.00
15	Academic Affairs	Rebecca Kreitzer	Public Policy	N/A	Instructor w/Special Provisions		7/1/2015	\$78,000.00
16	Academic Affairs	Xiao-Ming Liu	Geological Sciences	N/A	Assistant Professor		7/1/2015	\$78,000.00
17	Academic Affairs	Shijie Lu	Kenan- Flagler Business School	N/A	Assistant Professor		7/1/2015	\$175,000.00
18	Academic Affairs	Christopher Martin	Biology	N/A	Assistant Professor		7/1/2015	\$75,000.00
19	Academic Affairs	Rainier Masa	Social Work	N/A	Instructor w/Special Provisions		7/1/2015	\$77,000.00
20	Academic Affairs	Patia McGrath	Kenan- Flagler Business School	N/A	Instructor w/Special Provisions		7/1/2015	\$162,000.00
21	Academic Affairs	Carla Merino-Rajme	Philosophy	N/A	Assistant Professor		7/1/2015	\$80,000.00
22	Academic Affairs	Zachary Nimchuk	Biology	N/A	Assistant Professor		7/1/2015	\$79,000.00
23	Academic Affairs	S. M. Shahriar Nirjon	Computer Science	N/A	Assistant Professor		7/1/2015	\$94,000.00
24	Academic Affairs	Aleksandra Prica	German & Slavic Languages & Literatures	N/A	Assistant Professor		7/1/2015	\$67,500.00
25	Academic Affairs	Carolina Sa Carvalho Pereira	Romance Languages	N/A	Instructor w/Special Provisions		7/1/2015	\$65,000.00
26	Academic Affairs	Latoya Small	Social Work	N/A	Assistant Professor		7/1/2015	\$77,000.00
27	Academic Affairs	Quoc Tran-Dinh	Statistics & Research Operations	N/A	Assistant Professor		7/1/2015	\$84,000.00
28	Academic Affairs	Whitney Trettien	English & Comparative Literature	N/A	Assistant Professor		7/1/2015	\$71,000.00
29	Academic Affairs	Shumin Wang	Biomedical Engineering Undergraduate	N/A	Assistant Professor		7/1/2015	\$120,000.00
30	Health Affairs	Eric Weimer	Pathology & Laboratory Medicine	Clinical Assistant Professor	Assistant Professor		7/1/2015	\$110,000.00
31	Academic Affairs	Erik Wikstrom	Exercise & Sports Medicine	N/A	Assistant Professor		7/1/2015	\$79,000.00
32	Academic Affairs	Jonathan Williams	Economics	N/A	Assistant Professor		7/1/2015	\$160,000.00
33	Academic Affairs	Kyle Woodward	Economics	N/A	Instructor w/Special Provisions		7/1/2015	\$120,000.00
34	Academic Affairs	Alexander Worsnip	Philosophy	N/A	Assistant Professor		7/1/2016	\$81,000.00

The University of North Carolina at Chapel Hill

EXECUTIVE SUMMARY

Board of Trustees

June 25, 2015

Appendix A

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Tenure Request Reason	Effective Date	Salary
35	Academic Affairs	Brigitte Zimmerman	Public Policy	N/A	Assistant Professor		7/1/2015	\$82,000.00
Addition of Joint Appointment without Tenure								
0								
Promotion to Full Professor								
1	Academic Affairs	Christopher Bingham	Kenan-Flagler Business School	Associate Professor	Professor		7/1/2015	\$197,500.00
2	Academic Affairs	Lora Cohen-Vogel	Education	Robena & Walter E Hussman Jr Distinguished Associate Professor	Robena & Walter E Hussman Jr Distinguished Professor		7/1/2015	\$151,940.00
3	Academic Affairs	Vinayak Deshpande	Kenan-Flagler Business School	Associate Professor	Professor		7/1/2015	\$182,000.00
4	Health Affairs	Katrina Donahue	Family Medicine	Associate Professor	Professor		7/1/2015	\$145,609.00
Reappointments to the same Rank								
1	Health Affairs	Carla Chibwesha	Medicine	Assistant Professor	Assistant Professor		7/1/2016	\$175,000.00
2	Health Affairs	Seth Crockett	Medicine	Assistant Professor	Assistant Professor		7/1/2016	\$166,000.00
3	Academic Affairs	Sreedhari Desai	Kenan-Flagler Business School	Assistant Professor	Assistant Professor		7/1/2016	\$154,000.00
4	Academic Affairs	Isaac Dinner	Kenan-Flagler Business School	Assistant Professor	Assistant Professor		7/1/2016	\$151,000.00
5	Health Affairs	Erin Fraher	Medicine	Assistant Professor	Assistant Professor		9/1/2016	\$136,500.00
6	Health Affairs	Kenneth Kim	Medicine	Assistant Professor	Assistant Professor		7/1/2016	\$230,000.00
7	Health Affairs	Jay Raval	Medicine	Assistant Professor	Assistant Professor		7/1/2016	\$153,773.00
8	Health Affairs	Shehzad Sheikh	Medicine	Assistant Professor	Assistant Professor		7/1/2016	\$166,500.00
9	Health Affairs	Angela Smith	Medicine	Assistant Professor	Assistant Professor		7/31/2016	\$235,000.00
10	Health Affairs	Maya Slyner	Medicine	Assistant Professor	Assistant Professor		7/1/2016	\$120,000.00
Designation/Reappointments to Departmental Chair								
1	Academic Affairs	Joseph Glatthaar	Peace, War & Defense	Distinguished Professor/Adjunct Professor	Department Chair		7/1/2015	\$78,200.00
2	Academic Affairs	James Hirschfield	Art	Distinguished Professor/Chair	Chair		7/1/2015	\$153,656.00
3	Academic Affairs	Paul Roberge	Linguistics	Professor/Chair	Chair		7/1/2015	\$110,000.00
4	Academic Affairs	Robin Visser	Asian Studies	Associate Professor	Department Chair		7/1/2015	\$75,215.00
Designation/Reappointments to Distinguished Professorship								
1	Academic Affairs	Nancy Allbritton	Chemistry	Distinguished Professor	Kenan Distinguished Professor		7/1/2015	\$264,590.00
2	Academic Affairs	Ashley Barbour	English & Comparative Literature	Professor	Roy C. Moose Distinguished Professor in Renaissance Studies		7/1/2015	\$112,071.00
3	Health Affairs	Jianwen Cai	Biostatistics	Professor	Professor		7/1/2015	\$332,000.00
4	Health Affairs	Blossom Damania	Microbiology & Immunology	Professor	Professor		7/1/2015	\$173,000.00
5	Academic Affairs	Susan Friel	Education	Professor	McMichael Term Professor		7/1/2015	\$122,523.00
6	Academic Affairs	Joseph Kieber	Biology	Professor	Kenan Distinguished Professor		7/1/2015	\$116,489.00
7	Health Affairs	Elizabeth Mayer-Davis	Nutrition	Professor	Cary C. Boshamer Distinguished Professor		7/1/2015	\$281,000.00
8	Academic Affairs	Louise McReynolds	History	Professor	Cary C. Boshamer Distinguished Professor		7/1/2015	\$128,000.00
9	Academic Affairs	Dennis Mumby	Communication Studies	Professor	Cary C. Boshamer Distinguished Professor		7/1/2015	\$149,550.00
10	Academic Affairs	Gary Pielak	Chemistry	Distinguished Term Professor	Kenan Distinguished Professor		7/1/2015	\$164,600.00

The University of North Carolina at Chapel Hill

EXECUTIVE SUMMARY

Board of Trustees

June 25, 2015

Appendix A

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Tenure Request Reason	Effective Date	Salary
11	Academic Affairs	Arcot Rajasekar	Information & Library Science	Professor	McColl Distinguished Term Professor		7/1/2015	\$166,376.00
Actions Conferring Tenure								
Promotion Conferring Tenure								
1	Health Affairs	Bhishamjit Chera	Radiation Oncology	Assistant Professor	Associate Professor	Promotion based on excellence in clinical scholarship	6/30/2015	\$240,000.00
2	Academic Affairs	Trenette Clark	Social Work	Assistant Professor	Associate Professor	Promotion based on excellence in teaching, research, and service	7/1/2015	\$80,396.00
3	Health Affairs	Adam Jacks	Allied Health Sciences	Assistant Professor	Associate Professor	Promotion based on excellence in clinical scholarship	7/1/2015	\$89,250.00
4	Health Affairs	Yun Li	Genetics/Biostatistics	Assistant Professor	Associate Professor	Promotion based on excellence in research	7/1/2015	\$135,188.00
5	Health Affairs	William Valdar	Genetics	Assistant Professor	Associate Professor	Promotion based on excellence in research	7/1/2015	\$124,373.00
New Appointments Conferring Tenure								
1	Academic Affairs	Ding-Geng Chen	Social Work	N/A	Wallace H. Kuralt Distinguished Professor	Appointment based on statistical expertise and a unique set of attributes - academic rigor, methodical precision and dedication	7/1/2015	\$150,000.00
2	Academic Affairs	Thurston Domina	Education	N/A	Associate Professor	Appointment based on excellence in research, teaching, and service	7/1/2015	\$112,000.00
3	Academic Affairs	Russell Shafer-Landau	Philosophy	N/A	Professor	Appointment based on superb teaching, world class scholarship, and influential contributions to moral philosophy and metaethics	7/1/2015	\$175,000.00
Addition of Joint Appointment Conferring Tenure								
1	Academic Affairs	Jeffrey Aubé	Chemistry	Distinguished Professor	Professor	Addition of joint appointment based on outstanding accomplishments in research, teaching and service	7/8/2015	\$292,000.00
Corrections								
0								

The University of North Carolina at Chapel Hill

EXECUTIVE SUMMARY

Board of Trustees

July 14, 2014

Appendix B

No.	College/Division	Name	Department/School	Rank	Reason	Requested Increase Amount **	Percent of Increase **	June 30 Salary	Current Salary	New Salary	Effective Date
Compensation Actions						** Based on cumulative increase(s) to 6/30 salary					
1	Academic Affairs	Reid Barbour	Arts and Sciences	Professor	Increase due to new appointment as Distinguished Professor	\$15,000	13.38%	\$112,071	\$112,071	\$127,071	7/1/2015
2	Academic Affairs	Kimberly Bishop	Law	Clinical Assistant Professor	Increase due to promotion to Clinical Associate Professor	\$9,000	12.00%	\$75,000	\$80,000	\$84,000	7/1/2015
3	Academic Affairs	Emily Burrill	Arts and Sciences	Assistant Professor	Increase based on promotion to Associate Professor, and new appointment as Director of African Studies Center	\$19,000	27.68%	\$68,639	\$68,639	\$87,639	7/1/2015
4	Academic Affairs	Kia Caldwell	Arts and Sciences	Associate Professor	Increase due to secondary appointment as Director of Faculty Diversity Initiatives	\$10,000	11.60%	\$86,224	\$86,224	\$96,224	7/1/2015
5	Academic Affairs	Charles Evans	Arts and Sciences	Professor	Increase due to new appointment as Distinguished Professor	\$15,000	12.97%	\$115,655	\$115,655	\$130,655	7/1/2015
6	Health Affairs	Ron Falk	Medicine	Distinguished Professor/Director	Increase due to additional appointment as Department Chair	\$141,723	23.30%	\$608,277	\$608,277	\$750,000	7/1/2015
7	Health Affairs	Nisha Gottfredson	Public Health	Statistician Investigator	Increase due to new faculty appointment as Assistant Professor	\$7,342	9.99%	\$73,500	\$73,500	\$80,842	7/1/2015
8	Health Affairs	Angela Kashuba	Pharmacy	Professor	Increase due to additional appointment as Department Chair	\$29,443	16.94%	\$173,857	\$173,857	\$203,300	7/1/2015
9	Academic Affairs	Jon McClanahan	Law	Clinical Associate Professor	Increase due to retention; counteroffer to offer received by Seattle University School of Law	\$22,150	16.99%	\$130,350	\$130,350	\$152,500	7/1/2015
10	Academic Affairs	Charles Merritt	Arts and Sciences	Professor of the Practice	Increase due to additional appointment as Executive Director of the Minor in Entrepreneurship	\$40,000	40.00%	\$100,000	\$100,000	\$140,000	7/1/2015
11	Academic Affairs	Dennis Mumby	Arts and Sciences	Professor	Increase due to new appointment as Distinguished Professor	\$15,000	11.15%	\$134,550	\$134,550	\$149,550	7/1/2015
12	Health Affairs	Jonathan Oberlander	Medicine	Professor/Vice Dept Chair/Adjunct Professor	Increase due to new appointment as Department Chair	\$36,486	18.29%	\$199,514	\$199,514	\$236,000	7/1/2015
13	Academic Affairs	Patricia Parker	Arts and Sciences	Associate Professor/Director	Increase due to new appointment as Department Chair	\$18,359	19.68%	\$93,282	\$93,282	\$111,641	7/1/2015
14	Health Affairs	Brian Pence	Public Health	Assistant Professor	Increase due to promotion to Associate Professor with tenure	\$19,333	14.90%	\$129,750	\$129,750	\$149,083	7/1/2015
15	Health Affairs	Hunna Watson	Medicine	Biostatistician	Increase due to change from NF to faculty appointment as Research Assistant Professor	\$15,640	26.07%	\$60,000	\$60,000	\$75,640	7/1/2015
16	Health Affairs	Eric Weimer	Medicine	Clinical Assistant Professor/Associate Director	Increase due to change from Fixed Term faculty to Tenure-Track faculty as Assistant Professor, and new additional appointment as Director of the Molecular Immunology Laboratory	\$12,200	10.17%	\$120,000	\$120,000	\$132,200	7/1/2015
17	Health Affairs	Kristin Young	Public Health	Post Doc Research Associate	Increase due to new faculty appointment as Research Assistant Professor	\$17,000	26.98%	\$63,000	\$63,000	\$80,000	7/1/2015
18	Health Affairs	Hongtu Zhu	Public Health	Professor	Increase due to retention; counteroffer to offer received by MD Anderson Cancer Center	\$24,500	12.19%	\$200,984	\$200,984	\$225,484	7/1/2015
19											
20											
21											
22											
23											
24											
25											

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

Compensation Actions

No	Last Name	First Name	College/Division	Department/School	Rank/Title	Justification	June 30 Salary	Proposed Salary	Requested Increase \$\$	Requested Increase %	Effective Date
1	Wernoski	Rick	School of Pharmacy	School of Pharmacy	Executive Vice Dean (Deputy Director)	This promotion results from a waiver of recruitment based on unique qualifications approved by the University's Equal Opportunity Compliance Office. In the current position (Executive Associate Dean for Administration and Chief Financial Officer), the duties include advising the Dean on matters with strategic financial implications and coordinating strategic planning and evaluation of growth opportunities; ensuring that efficient and accurate financial forecasting, planning, and support systems are in place; and providing leadership and direct supervision of the School's Business Office (Finance, HR, IT and Facilities). In the new role (Executive Vice Dean (Deputy Director)), the duties will include providing leadership and coordination for the activities of the Office of the Dean; representing the Dean in various administrative matters and responding on behalf of the Dean to internal and external concerns and constituents; overseeing a team of an Associate Dean, Assistant Dean, Executive Directors, and Director; serving as Chief Financial Officer for the Eshelman Institute for Innovation; overseeing the appointment, reappointment, promotion, and tenure process; negotiating, implementing approximately 25 to 35 awards per year of the \$100MM Eshelman gift and managing all contracts, Memorandum of Understandings, and Memorandum of Agreements; and providing oversight of finance, operation, and administrative activities. An increase was granted in December 2014 due to the ARP. There are no comparable positions within the work unit. The employee meets the education and experience requirements for this classification with a Master's Degree in Public Administration and 20 years of related experience. This request is resubmitted with a reduction in proposed increase amount.	\$ 195,185	\$ 218,992	\$ 23,807	12.20	5/1/2015

The University of North Carolina at Chapel Hill - EXECUTIVE SUMMARY (EPA Non-Faculty)

Board of Trustees - June 2015

2	Gogan	James	Information Technology Services	Information Technology Services	Assistant Vice Chancellor	This is a promotion resulting from a waiver of recruitment approved by the University's Equal Opportunity Compliance Office. The waiver was approved as an emergency appointment based on the departure of several critical individuals within the Information Technology Services organization. In the current position (Director), the duties include directing the operation, management, and services for campus-wide data networks, with connectivity to national and international networks. In the new role (Assistant Vice Chancellor), the duties will include developing strategy and providing leadership and direction for the groups supplying design/architecture, installation, maintenance, operation, and support for campus-wide voice and data network services and infrastructure, including campus network connections to external partners and providers; and developing and implementing vision and planning the operating needs of the unit, including annual and long-term plans for budget, personnel, and space. A \$6,600 increase was granted in September 2014 for the Annual Raise Process. The requested salary is commensurate with other similarly situated employees and creates no equity issues. The employee meets the education and experience requirements for this classification with a Bachelor's degree in Political Science and 26 years of related experience.	\$ 139,995	\$ 175,400	\$ 35,405	25.29	6/1/2015
3	Grandes	Jayne	Workforce Strategy, Equity and Engagement	Equal Opportunity Compliance	Interim Director, EOC	This request is for the extension of a temporary salary supplement increase of \$20,541 that was initiated in December 2013 due to the subject employee taking over the additional duties of managing the Equal Opportunity and Compliance Office (EOC) upon the departure of another employee. In addition to her duties as Associate Director of Investigation and Compliance, the employee has continued to perform the scope of the EOC Director position that includes managing the day-to-day operations, supervision, budget, and the growing and complex investigation demands, including of Title IX cases. An extension request should have been made in August to extend the supplement because the employee has continued to perform these duties. The error was recently discovered and immediately removed, when discussing office structure and on-going needs for the office. Thus, the employee was not paid the supplement for the month of May. This request is for an extension retroactively to May 1, 2015 to reflect the employee's continued service in the acting role and to hold the employee harmless until the position of Associate Vice Chancellor for Equal Opportunity and Compliance can be filled (anticipated, approximately 6 months). The employee received a 3% increase during the annual raise process and a 6.9% increase on May 1 for additional work due to added complexity and demand of investigatory and management responsibilities.	\$ 82,492	\$ 111,273	\$ 28,781	34.89	5/1/2015
4	Reynolds	Heidi	Research	Carolina Population Center	Deputy Director, Measure Project	This request is based on labor market to bring the employee closer to the market rate of \$168,900. A \$10,880 increase was granted in July 2014 for the Annual Raise Process. The requested salary results in a market index of 80% and creates no equity issues.	\$ 109,900	\$ 135,274	\$ 25,374	23.09	6/1/2015



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

CAROL L. FOLT
Chancellor

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carol.folt@unc.edu

Mail Ballot
Board of Trustees
June 23, 2015

Chancellor Carol Folt submits for your review and approval the EPA Faculty Personnel and EPA Non-Faculty Compensation Actions as recommended for June 2015. This mail ballot will be approved as part of the consent agenda at the Full Board meeting on Thursday, July 23, 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"/>
	Approve	Disapprove
EPA Non-Faculty Compensation Actions (Attachment B)	<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

This mail ballot was approved by majority vote on June 25, 2015 by the following Trustees: Alston Gardner, Sallie Shuping-Russell, Jeff Brown, Phillip Clay, Haywood Cochrane, Chuck Duckett, Peter Grauer, and Houston Summers.



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NC TraCS Institute

co-PI: John Buse, MD, PhD
jbuse@med.unc.edu

KL2 Scholar: Angela Smith, MD, MS

July 23, 2015

Overview

2

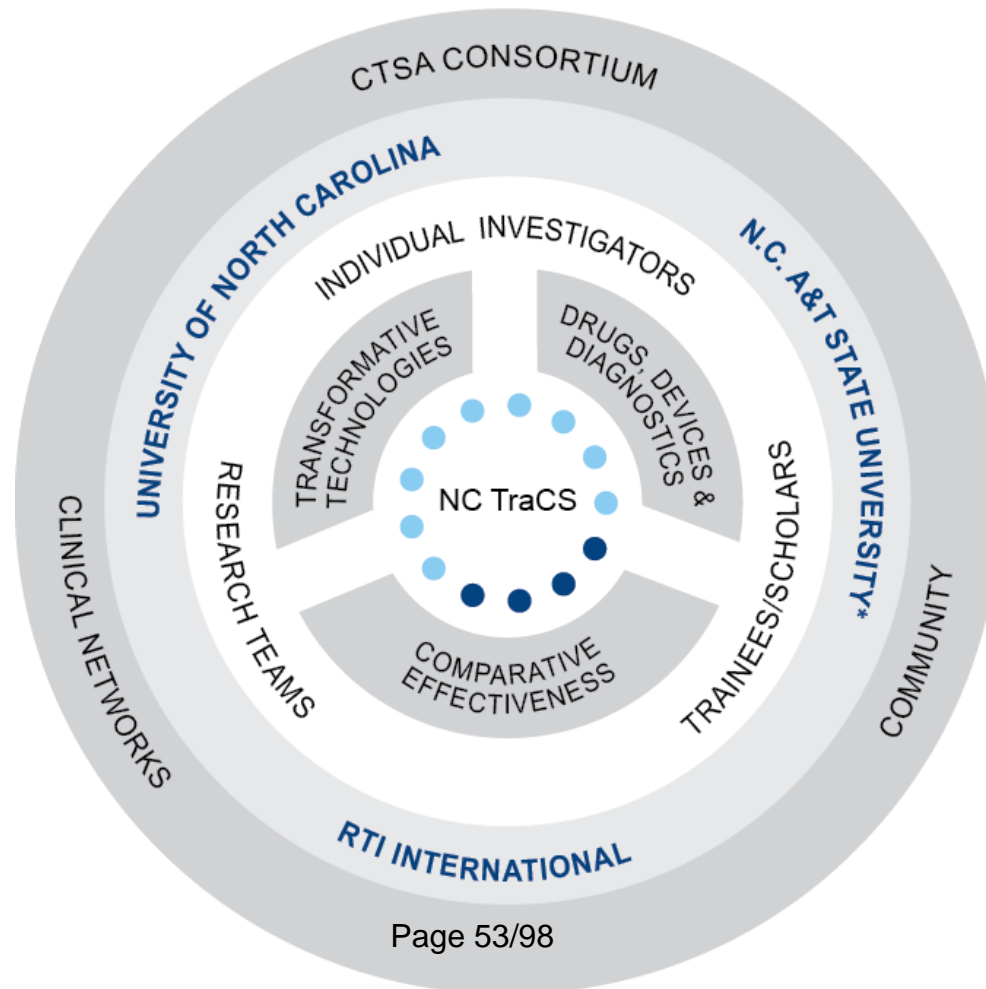
- Structure
- Scope of the CTSA/NC TraCS
- Collaborations
- Innovation to Impact
- Workforce development
- Diversity
- Dr. Angela Smith



North Carolina Translational and Clinical Sciences (NC TraCS) Institute

3

Purpose: “Faster, better, cheaper” improvements in human health



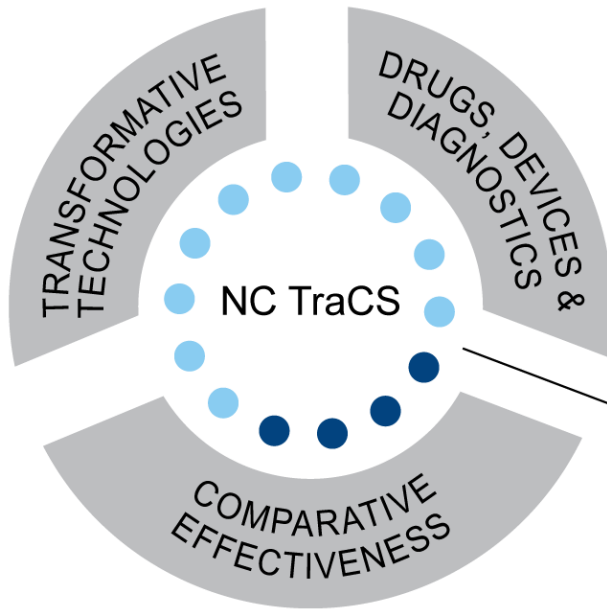
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*Planning Partner



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NC TraCS: Services and Resources



Team Science
Translational Advancements
Ethics
Biomedical Informatics
Biostatistics
Participant and Clinical Interaction Resources
Regulatory
Community Academic Resources for Engaged Scholarship
Carolina KickStart
Pilot Program
Education, Training and Career Development

Services at RTI

Early Phase Drug Discovery
Metabolomics
Rare Disease Registry
Preclinical Regulatory

Scope

5

- NC TraCS Institute formed to house the UNC Clinical and Translational Science Award (CTSA), funded in 2008 and renewed in 2013
- NIH's current 5-year award is nearly \$55M; matched 1:1 by institutional sources
- Approximately 300 faculty and staff wholly or partially supported by NC TraCS.
- “You can’t throw a rock on campus without hitting TraCS”



NC TraCS – A Catalyst for Translational Research

6

May 2008- March 2015

Measure	
NC TraCS unique investigators engaged	3,342
Investigator requests completed	10,956
TraCS-assisted scientific publications	795
FDA submissions assisted	145
Start-up companies assisted	69
*Submitted extramural proposals	943
*Funded extramural grants	534
*Total amount of funded extramural grants	\$144,899,356

* Figures are from 2008-2012



Major Collaborations

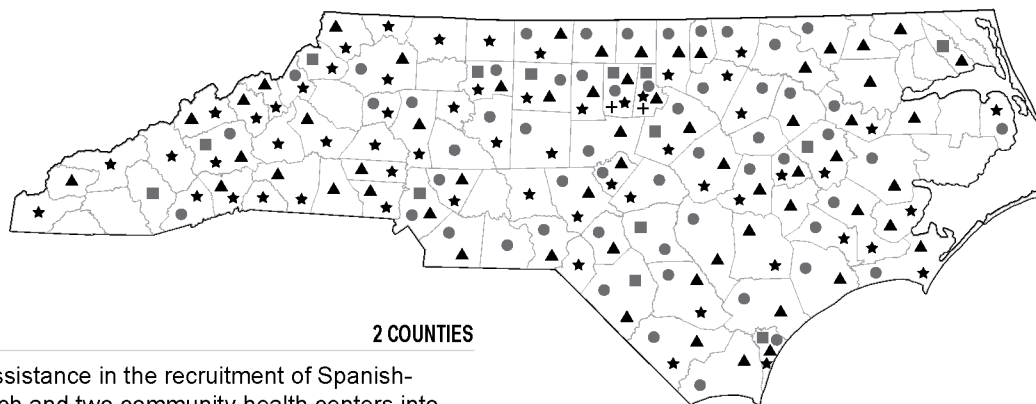
7

- RTI & NC A&T became partners in 2013
 - RTI – complementary strengths and focus
 - NC A&T – opportunity in workforce development
- Strong collaboration with the Duke CTSA's including:
 - Clinical data sharing;
 - Joint pilot grant offering yielded 27 applications from UNC/Duke teams;
 - Joint symposia, training sessions
 - Shared best practices
- NC State – Biomedical Engineering, Veterinary School, Center for Comparative Medicine & Translational Research
- State of NC – efforts span the state (see next 2 slides)
- CTSA Consortium of 62 institutions
 - specific joint programs with 39 of them



NC TraCS at work across the state

8



+ RESEARCH ON LOCATION

2 COUNTIES

Provided "Research on Location" assistance in the recruitment of Spanish-speaking women from one NC church and two community health centers into a pilot study to manage weight gain and prevent type 2 diabetes [12]

■ REACH NC

14 COUNTIES

Created REACH NC, a research collaboration and networking system that houses information on 8,405 investigators (284,527 publications, 52,087 grants) from 15 UNC system schools, Duke University, and partner RTI International

● PERSONALIZED MEDICINE

56 COUNTIES

Provided personalized medicine consultations on a 500-subject trial on the genetic impact of CYP2D6 variants in recurrence of breast cancer, which was published in the *Journal of Clinical Oncology* and led to an intervention in which patients received an adjusted chemotherapy dose based on genotyping results [13]

★ COMMUNITY-GENERATED PRIORITIES

59 COUNTIES

Established a priority-setting process with community members now reflected in 68% of our pilot grant awardees, as well as educational activities and peer-reviewed publications [14]

▲ NCNC

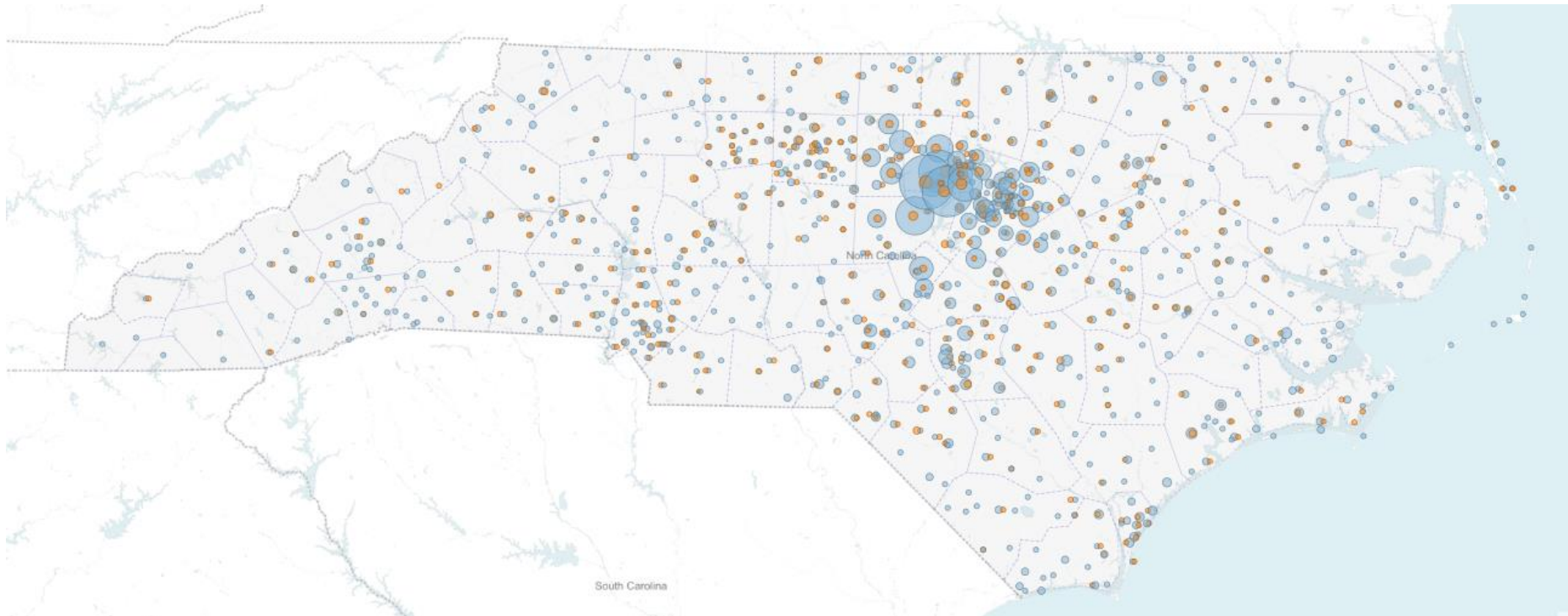
60 COUNTIES

Expanded the North Carolina Network Consortium (NCNC) from four to eight practice-based research networks and helped to acquire \$40 million in grant funding

Figure A.2. Examples of NC TraCS activities and outreach across North Carolina's 100 counties. These five examples involve 89 counties. Note: The placement of symbols within a county is random.

Recruitment of participants in research studies

9



Innovation to Impact



Spyryx
Biosciences

Support for Spyryx Through NC TraCS/Carolina KickStart

Company Formed Under KickStart's NEO Program

Incorporation
Suite of Services
(IP, Finance, SBIR)
Governance

15% equity to UNC

KickStart served on Board of Directors

Recruited CEO and
VP Product
Development

Facilitated VC
introductions

Spyryx Gets KickStart Commercialization Award

Helped pay for
critical patents and
synthesis of lead
molecule

Spyryx Biosciences Secures \$18 Million in Series A Financing

- ***Funding to Develop Novel Therapeutics for Respiratory Diseases***

TraCS Workforce Development

Workforce Group	Goal(s)/type of training	Example TraCS Programs
Public	“inspiring the concept of research as a public good”	Research 101 Portal, Join the Conquest
Healthcare providers, e.g.: <ul style="list-style-type: none"> primary caregivers social service employees 		PBRN training, NIH on-line course
Implementers, e.g.: <ul style="list-style-type: none"> Coordinators Data managers Pharmacists 	“more practical training”	UNC Network for Research Professionals, TCRC, Clinical Trial Investigator Series, Regulatory workshops, Bios seminar series
Investigators, e.g.: <ul style="list-style-type: none"> Academic Industry Government (FDA, NIH, CDC) 	“creating the next generation of wizards”	KL2, other K12 programs, MSCR
Methodologists, e.g.: <ul style="list-style-type: none"> Biostatisticians Epidemiologists 		Graduate programs

How can we engage under-represented minorities in research?

12

- Partnership with NC A&T
- Community Engagement – variety of efforts to build partnerships between communities, faculty & health care providers including
 - Initiative with NCCU to train junior faculty in translational research
 - Engaging Latino Communities in Research (ENLacE)

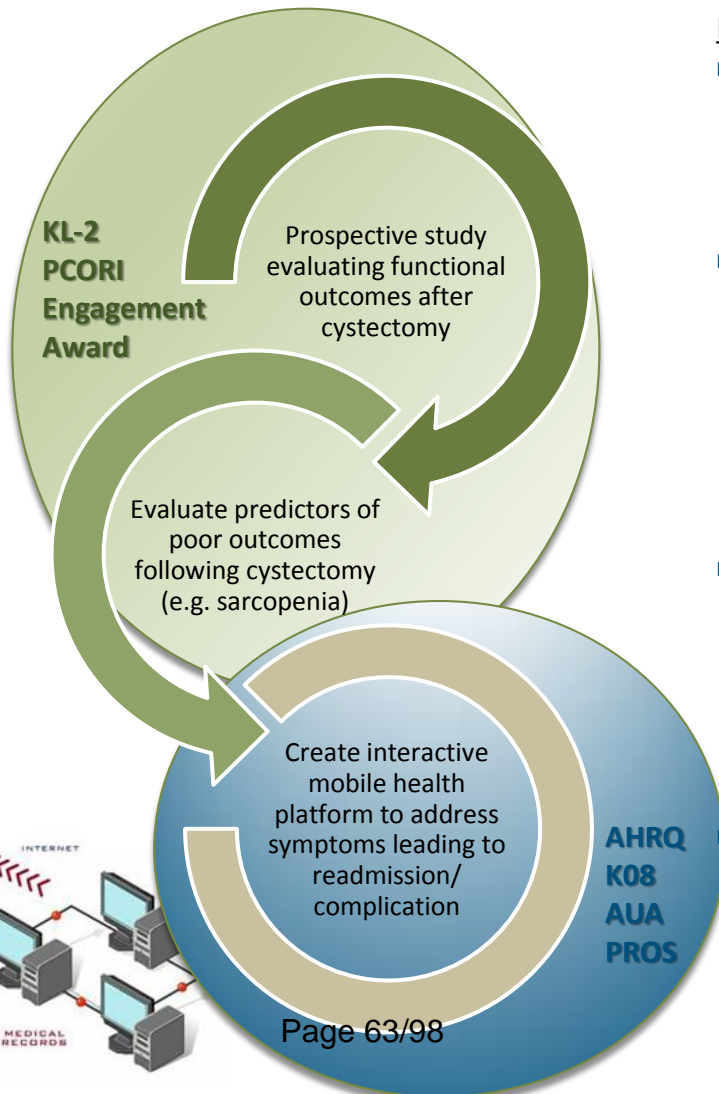


Improving Post-Cystectomy Outcomes in Older Adults

Angela B. Smith, MD, MS (KL2 Scholar, NC TraCS, UNC-Chapel Hill)

13

Over 43% of bladder surgery removal patients are readmitted within 90 days



NC TraCS has provided:

- KL-2 Scholar
 - ▣ 75% protected time (e.g. MSCR degree)
 - ▣ Pilot funding for project
 - ▣ Mentors in patient-reported outcomes & health-services research
- Resources
 - ▣ K Seminar
 - ▣ Biostatisticians
 - ▣ REDCap
 - ▣ Grant-writing (AHRQ K08, PCORI Engagement Award)
 - ▣ NC TraCS Pilot Award with collaboration with Vanderbilt
- Leadership/national recognition
 - ▣ PCORI Advisory Panel member
 - ▣ Society of Urologic Oncology HSR Planning Committee
 - ▣ BCAN Think Tank speaker
 - ▣ American Urological Association bladder health committee

Established protected time at a critical point for junior surgeon scientists



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Thanks!



Carolina Health Informatics Program chip.unc.edu

**Presentation to the members of the Board of Trustees
The University of North Carolina at Chapel Hill**

July 23rd, 2015



Intro: UNC Colleagues & Students

Arlene E. Chung, MD, MHA, MMCI

Assistant Professor of Internal Medicine and Pediatrics
Diplomate, Clinical Informatics
Epic EHR Systems Certified Physician Builder
UNC School of Medicine

Stacie B. Dusetzina, PhD

Assistant Professor of Pharmacy
and Public Health
Eshelman School of Pharmacy

Timothy Jay Carney, PhD

Assistant Professor
Public Health Informatics
Gillings School Of Global Public Health



Outline

- Health Informatics Field
- CHIP
- Academic Programs and Research
- Future



What is Health Informatics?

- Development and application of information technology for effective management, analysis, and interpretation of information to improve health

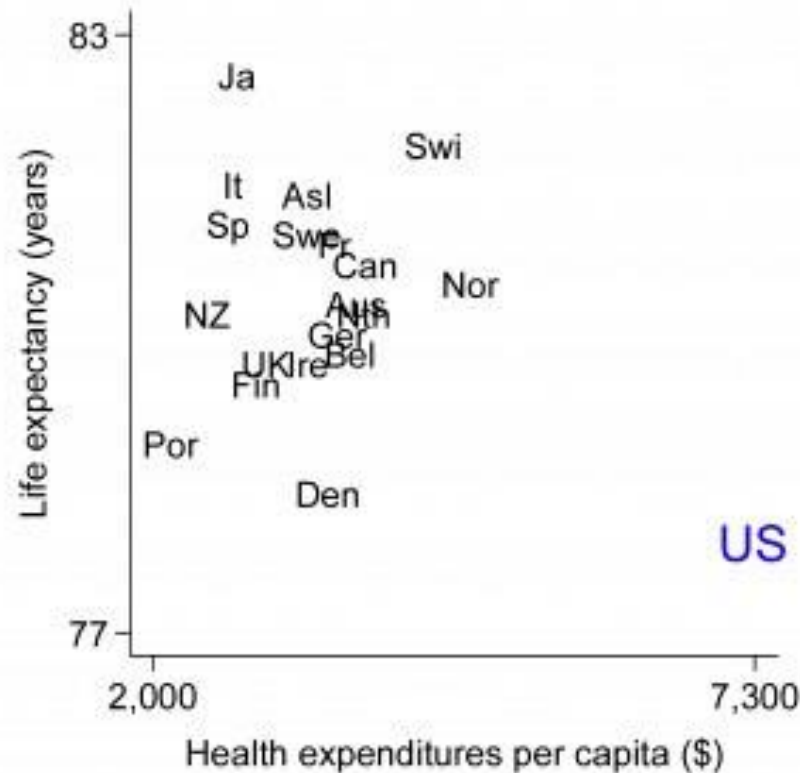


Patient Safety is a Big Problem

- 440,000 Americans die every year from preventable medical errors made in hospitals
- 3rd leading cause of death after heart disease and cancer ...

- <http://www.leapfroggroup.org/>
- <http://www.propublica.org/article/how-many-die-from-medical-mistakes-in-us-hospitals>

Care Quality Needs Improvement



Life expectancy by health expenditures per capita, 2007

Health expenditures are total (public and private), in PPP-converted US dollars. Data source: OECD.

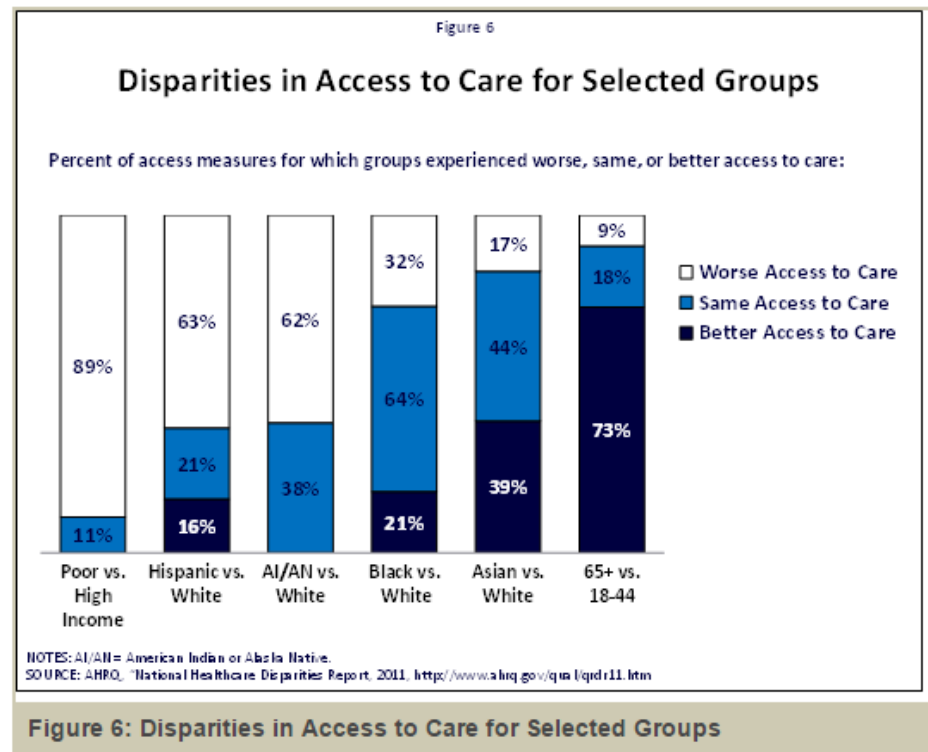


Cost of Care is High

- Per capita spending on health care is estimated to be 50 to 200 percent greater in the United States than in other economically developed countries
- The United States ranks twenty-sixth in the world for life expectancy and ranks poorly on other indicators of quality
- The Complex Relationship between Cost and Quality in US Health Care
- Leah A. Burke, MD, and Andrew M. Ryan, PhD
 - AMA Journal of Ethics, February 2014

Disparities in Care Needs Attention

- Care inconsistent for different socio-economic and ethnic groups





IT can Address Health Challenges

Many decades of research results demonstrated that computer systems improve¹²:

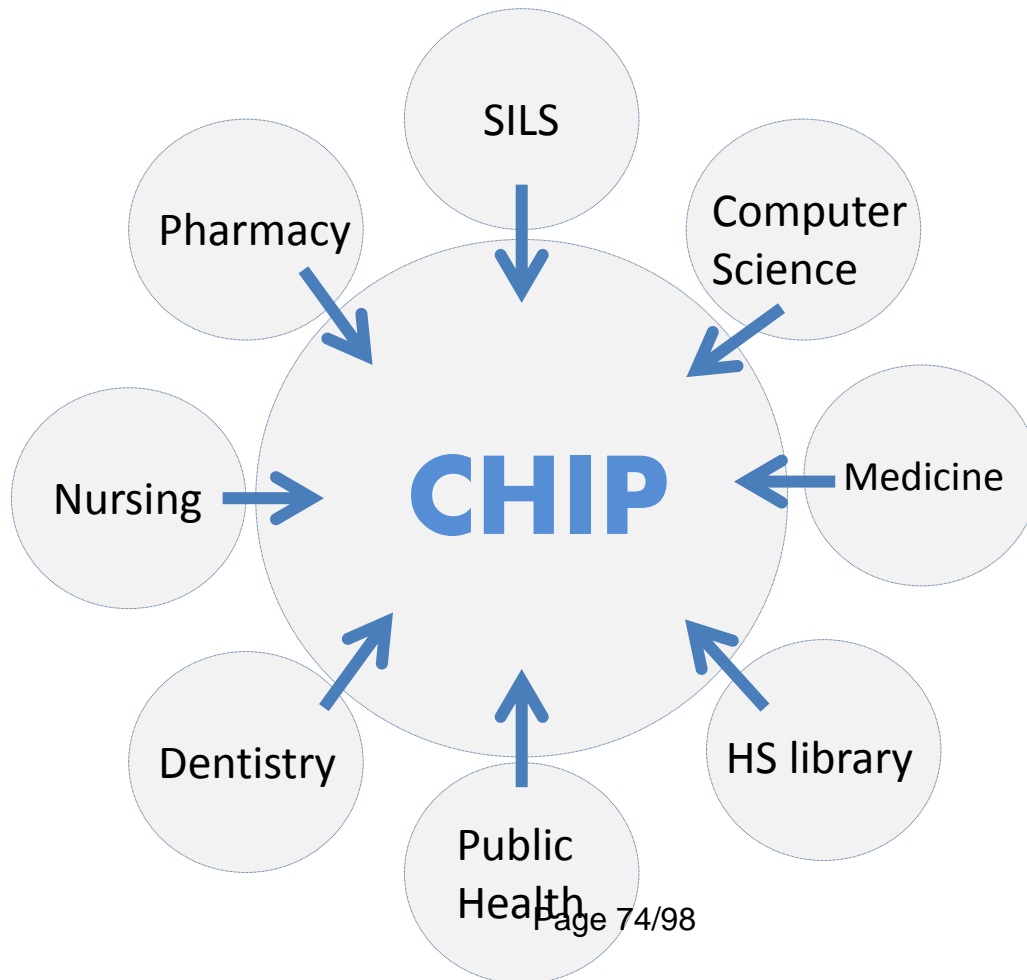
- Quality of care
- Medication management and reduce costs
- Patient self-management of chronic disease
- Care through data aggregation (e.g., registries)
- Surveillance & protect against bioterrorism and detect disease agents

• ¹AHRQ Report: <http://www.ahrq.gov/research/findings/factsheets/informatic/informatics/index.html>

• ²CDC Report: <http://www.cdc.gov/mmwr/preview/mmwrhtml/su6103a5.htm>

CHIP Development

- An interdisciplinary and collaborative initiative:

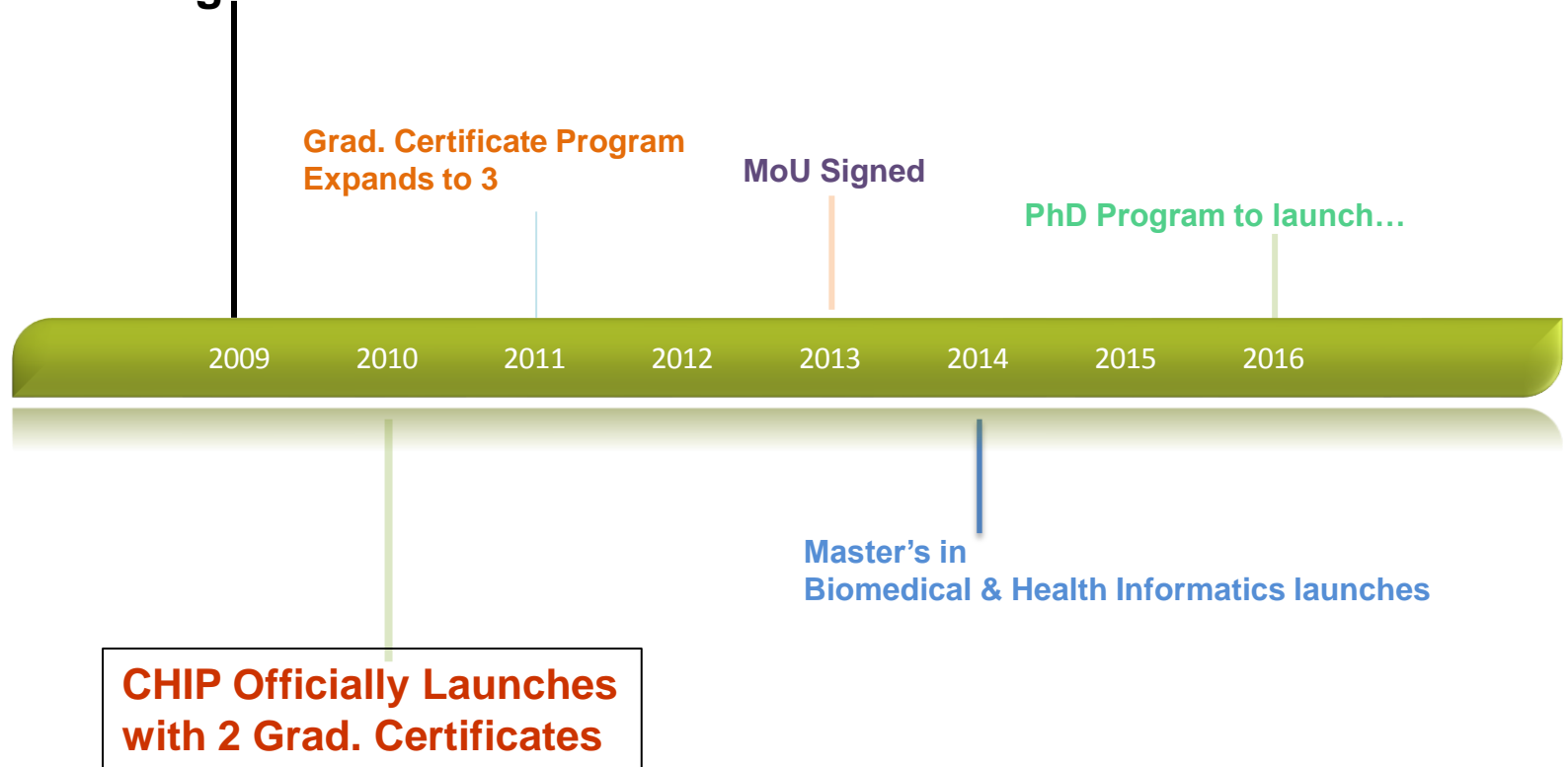


Eight academic units on campus are collaborating to support and run CHIP



CHIP Timeline – 6 years & counting ...

CHIP Planning Committee – Provost's Seed Fund





CHIP Offerings

- Graduate Certificates:
 - Clinical
 - Nursing
 - Public Health Informatics
- Masters in Professional Science (MPS) in Biomedical and Health Informatics (launched in fall 2014)

CHIP Faculty ...Expanding



- With generous support from the central administration in 2013 CHIP launched a national faculty recruitment drive
 - (CHIP: <http://chip.unc.edu/faculty-scholars-researchers/>)



CHIP Faculty: Research Interests

Arlene E. Chung, MD, MHA, MMCI

Assistant Professor of Internal Medicine and Pediatrics

Diplomate, Clinical Informatics

Epic EHR Systems Certified Physician Builder

UNC School of Medicine

Stacie B. Dusetzina, PhD

Assistant Professor of Pharmacy

and Public Health

Eshelman School of Pharmacy

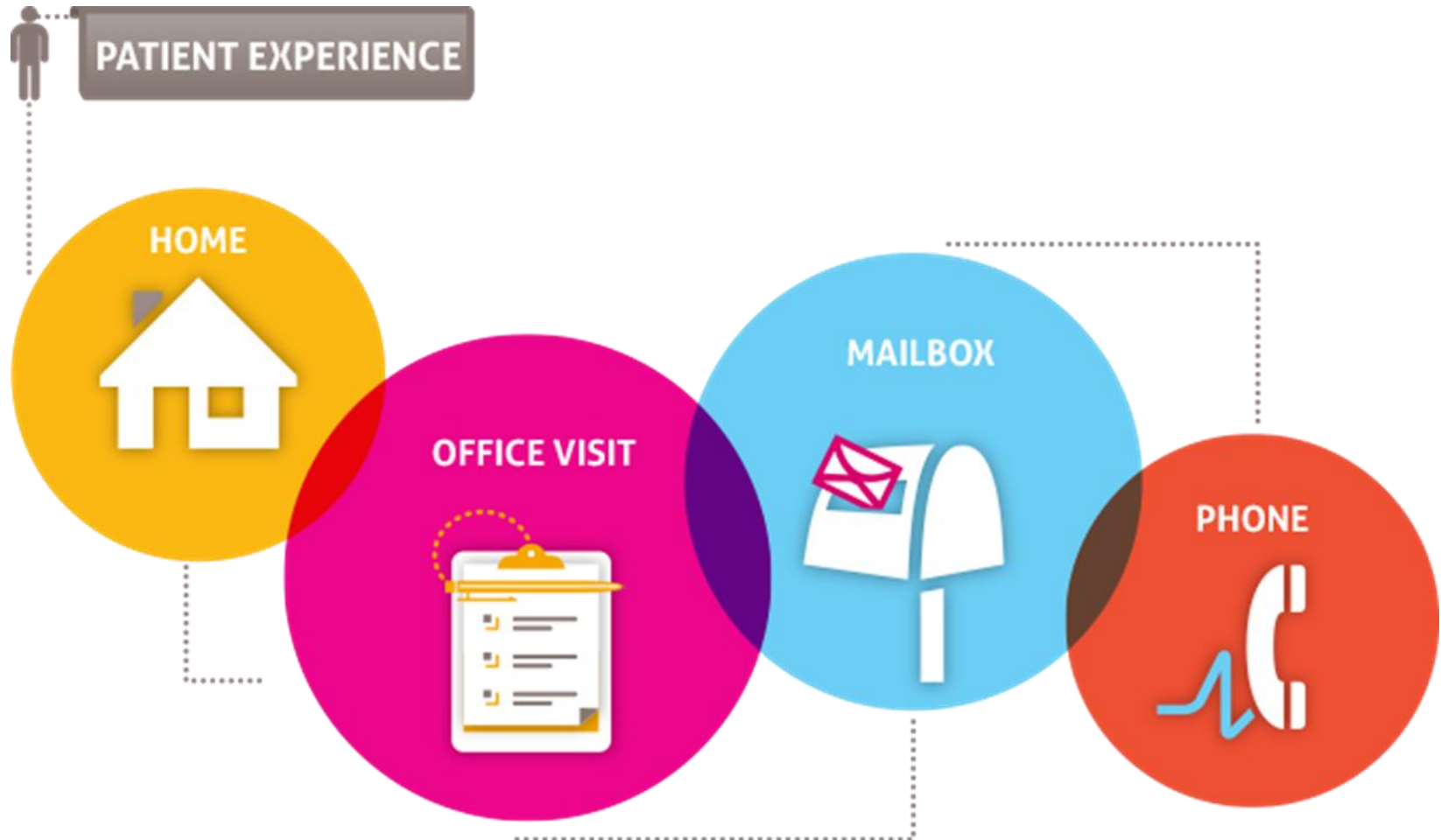
Timothy Jay Carney, PhD

Assistant Professor

Public Health Informatics

Gillings School Of Global Public Health

Arlene Chung: Changing the Current Paradigm of Healthcare





Leveraging Technologies to Transform Health



2/3 of Adults Own Smartphones



84% of Adults Have Internet Access



112 Million Wearables to be Sold by 2018





Patient-Centered Innovations



JOURNAL of ONCOLOGY PRACTICE

The Authoritative Resource for Oncology Practices

Potential and Challenges of Patient-Generated Health Data for High-Quality Cancer Care

Arlene E. Chung, MD, MHA, MMCi† and Ethan M. Basch, MD, MSc



Incorporating the patient's voice into electronic
health records through patient-reported outcomes
as the “review of systems”¹

Arlene E Chung , Ethan M Basch

Research

Community Contributions

Proposed Questions

74

Votes Cast

945

Total Comments

58

Being Researched

12



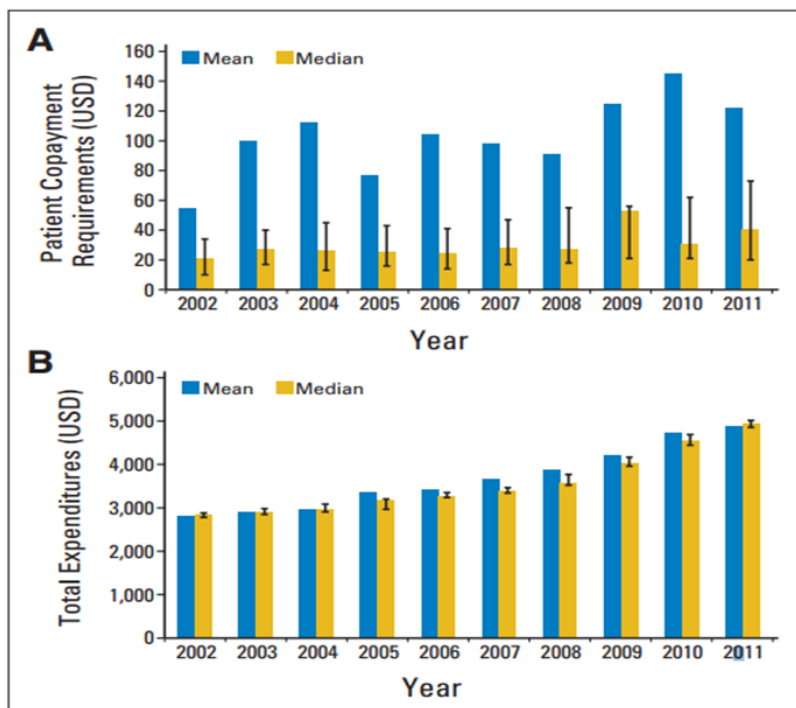


Stacie Dusetzina:

Access to Cancer Treatments: Making Care More Affordable

- Patients should have access to treatments.
- Effective treatments should be affordable.
- Unclear how recent policies are influencing costs and access to care.
- Informatics can help through use of population-level data!

Using Informatics to Inform Policy



Newly-treated CML patients with higher out-of-pocket costs were **70% more likely to discontinue** TKIs than patients with lower out-of-pocket costs.

JOURNAL OF CLINICAL ONCOLOGY



Uninsured cancer patients are paying anywhere from **2 to 43 times** what Medicare would pay for chemotherapy.

HealthAffairs

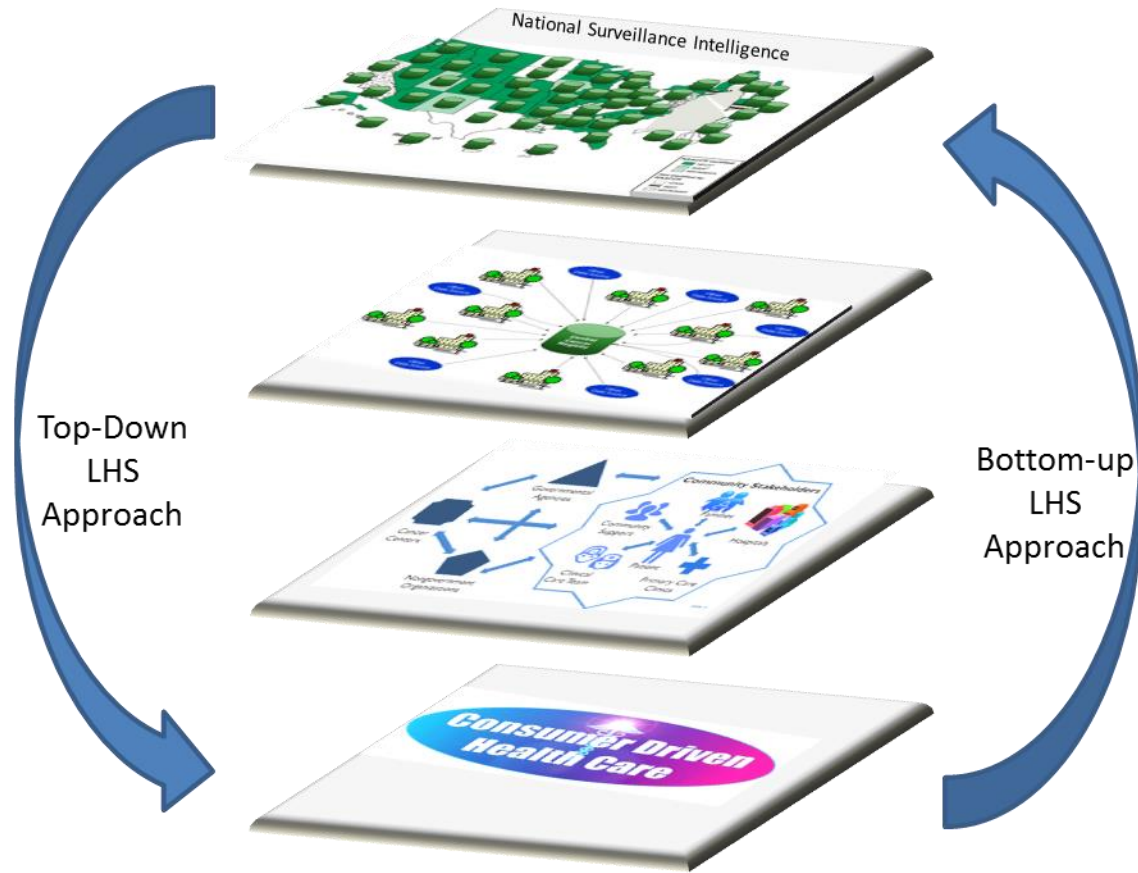
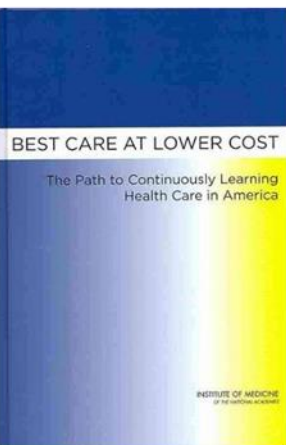
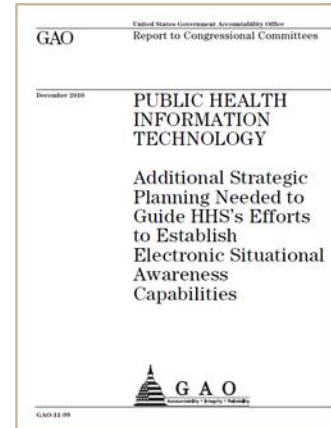
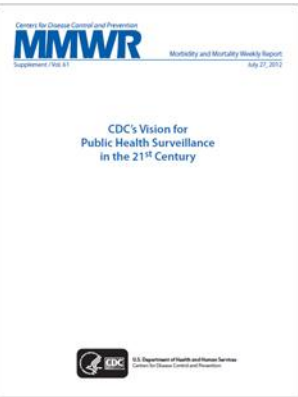


Tim Carney: Best Technology Does Not Always Result in the Best Care

- U.S. poor health performance rankings attributed to (David, 2014):
 - deficiencies in access to primary care
 - health care delivery inequalities
 - inefficiencies in health care practice
- Annual costs of existing racial/ethnic cancer disparities is almost \$197 billion: \$193 billion for premature deaths, \$2.3 billion for direct medical costs, and \$471.5 million for lost productivity (C-Change, 2011)
- \$750 billion in health system savings that can be achieved by implementing strategies such as the Learning Health Systems (LHS) across the country (IOM, 2012).
 - IOM estimates 75,500 fewer deaths would have occurred if every state functioned at the quality of care delivery as the highest performing state.



Smart System Diagnosis and Design



Smart Systems for Health Disparities and Health Equity

- Top-Down
 - ❖ Shape the narrative on what “Public Health Systems Intelligence” is for a smart and learning health system
 - *Public Health Intelligence: Learning From the Ebola Crisis* Timothy Jay Carney, PhD, MPH, MBA, and David Jay Weber, MD, MPH (August 2015)
- Bottom-up
 - ❖ Work with areas of North Carolina hardest hit by Cancer Health Disparities and Health Inequities
 - ❖ Design national best practice model for Eastern NC Cancer Health Disparities Community-Based Knowledge Exchange Networks (CBKEN)
 - Multilevel Stakeholder Engagement Sessions
 - Smart systems design to enable better detection of vulnerable conditions in cancer care





CHIP On the Move

- Since 2013, five faculty members have been hired in SoM, SoN, Dentistry, CS, and Pharmacy
- Three searches are ongoing in SoM, SILS, GSGPH
- PhD program is planned for final submission by 2015 (launch 2016)



Job Demand in Health IT

- Demand is high & continues to grow:
 - Health data specialists: Growth in total employment in this role will rise to 18% by 2016 (salary: \$40K - \$55K)
 - Due to recent rule and law changes at the national level
 - About 60,000 new high level health IT jobs have been added since 2008 (analysis by Off. of National Coordinator)
 - Pay is \$50K or higher



Increase in National Funding

- **NSF** created a new program on Health Informatics called
 - Smart & Connected Health Program (2012)
- **NIH** announced its big data initiative ~\$100 million initiative, last year
- President announced \$200 million (2012) for big data research and a large proportion of it has gone into boosting health IT research
- **NIH** continues to fund informatics trainees in the medical field which it started about 40 years ago through the National Library of Medicine



Funding & Alliances

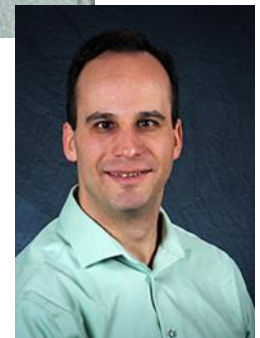
- The **NC TraCS Institute** has been a strong sponsor and supporter of activities since the inception of CHIP
- CHIP benefited from a \$689,352 HHS/ONC Training Grant in to train about 30 graduate students
- CHIP formed an alliance with Blue Cross Blue Shield – NC to train students (12 trained so far)
- CHIP has formed collaborations – jointly offered seminar course and career development events – with UNC Charlotte, NC Central, ECU, and Duke



NIH Big Data Training Grant (2015)

The Big Data to Knowledge (BD2K) Training Program will unite 48 faculty mentors in 11 departments within four schools at the University of North Carolina at Chapel Hill.

Michael Kosorok, PhD, W. R. Kenan Jr. Distinguished Professor and chair of the biostatistics department at the UNC Gillings School of Global Public Health, will co-direct the program with Greg Forest, PhD, Grant Dahlstrom Distinguished Professor in the UNC Department of Mathematics.





Future: Join the “Peers” – Club of 18



University of California Irvine Irvine, CA	Harvard University (Medical School) Boston, MA	Vanderbilt University Nashville, TN	Regenstrief / Indiana University Indianapolis, IN	University of Washington Seattle, WA	University of Virginia Charlottesville Charlottesville, VA
University of California Los Angeles Los Angeles, CA	Johns Hopkins University Baltimore, MD	Rice University Houston, TX	University of Pittsburgh Pittsburgh, PA	Oregon Health & Science University Portland, OR	Columbia University Health Sciences New York, NY
.Stanford University Stanford, CA	University of Missouri- Columbia Columbia, MO	University of Utah Salt Lake City, UT	University of Wisconsin Madison Madison, WI	Yale University New Haven, CT	University of Colorado Denver/HSC Aurora Aurora, CO



Future: Build on strong roots & “hot-bed” of Innovations

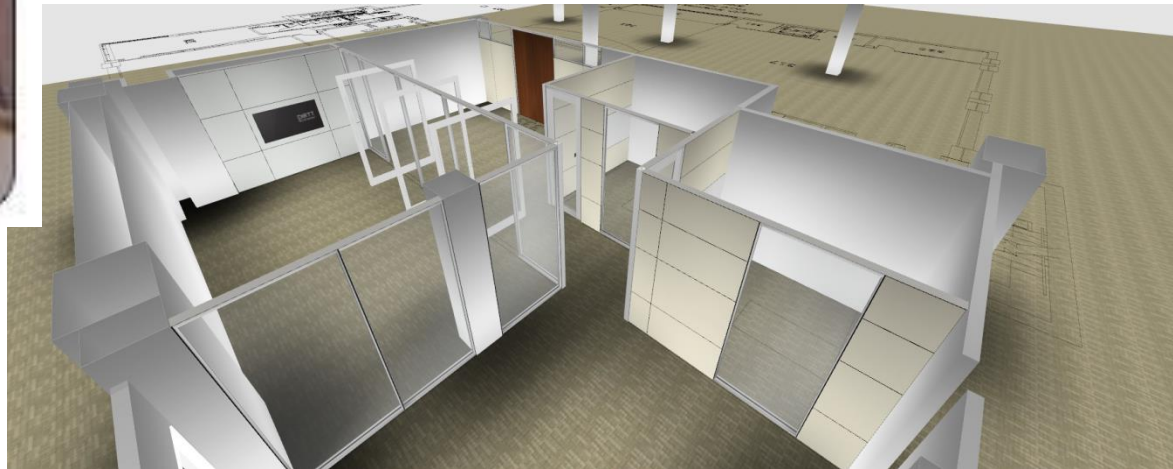




Dream: Build a “Collaborative Innovation Factory”



New CHIP Laboratory “A MIT Media Lab for Health IT”





A Dynamic Mix: R&D, Translation, and Spinoffs

- Support for translation, tech transfer, and health IT spinoffs (thanks to our alliances with TraCS)
- Strengthen ties to “world” through the CHIP Board of Advisors
 - NC HIE (CCNC), IBM, Allscript, NC Public Health, Family Health Network, Quintiles, RTI, and SAS represented ...



Questions?

- Javed: jm@unc.edu
- Useful links:
 - CHIP: <http://chip.unc.edu>
 - TraCS: <http://tracs.unc.edu>
- Others:
 - Office of the National Coordinator for Health IT (ONC)
 - <http://healthit.hhs.gov>
 - American Medical Informatics Association (AMIA)
 - <http://www.amia.org>
 - National Library of Medicine (NLM)
 - <http://www.nlm.nih.gov>



Discussion Slides I

Table 1: Enrollment trend in CHIP Graduate Certificate programs

Academic Year	2011-2012	2012-2013	2013-2014
Number of Students	28	35	33



Discussion Slides II

Table 2: Enrollment trend in CHIP Master's in Biomedical and Health Informatics

Academic Year & Term	2014-Fall	2015-Spring	2015-Fall
Cohort Size of Students	3	6	13*

*Projected, based on recently admitted students for 2015 Fall.