



OPEN SESSION

FOR INFORMATION ONLY

(No formal action is requested at this time)

1. Faculty Update
Bruce Cairns, Chair of the Faculty
2. Admissions Update
Steve Farmer, Vice Provost for Enrollment and Undergraduate Admissions
3. Campus Update
Winston Crisp, Vice Chancellor for Student Affairs
4. [Update from Ethics and Integrity and Policy and Procedure Audit Working Groups](#)
Jean Elia, Associate Provost for Strategy and Special Projects; Co-chair of the Ethics and Integrity Working Group
Norma Houston, Coates Distinguished Term Professor, UNC School of Government; and Co-chair of the Ethics and Integrity Working Group
Todd Nicolet, Associate Dean for Operations, UNC School of Government; Chair, Policy and Procedure Audit Working Group
5. Recognition of University Personnel for Accomplishment
Jim Dean, Executive Vice Chancellor and Provost
6. [Overview of Academics at Carolina](#)
Jim Dean, Executive Vice Chancellor and Provost

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

COMMITTEE MEMBERS

Charles (Chuck) G. Duckett, Chair

William (Bill) Keyes IV, Vice Chair

Donald Williams Curtis

Julia Sprunt Grumbles

Allie Ray McCullen

Houston L. Summers

Administrative Liaison:

Jim Dean, Executive Vice Chancellor and Provost

Moving Forward Work Groups

Briefing to UNC Board of Trustees

July 22, 2015

Ethics and Integrity Policy and Procedure Audit



Ethics & Integrity



Charter and Members

The **Ethics and Integrity Working Group** will ensure that we have created the optimal culture, principles and practices to reinforce ethical high-integrity behavior throughout the University. It will address both culture and practices, including specific policies and process that will enable clear, consolidated and confidential channels through which all members of our university community can speak up and share ethical concerns.

It will also recommend how to best oversee the University's commitment to integrity and compliance with all applicable laws regulations and policies. Finally, the working group will identify necessary processes, systems, personnel and training to ensure the University environment reinforces integrity and ethical behavior at every level.

Ethics and Integrity Working Group members:

- Jean Elia, Co-Chair (Office of the Provost)
- Norma Houston, Co-Chair (School of Government)
- Julie Byerley (School of Medicine)
- Gena Carter (Human Resources)
- Haywood Cochrane (Board of Trustees)
- Jennifer Conrad (Kenan-Flagler Business School)
- Pat Crawford (Office of University Counsel)
- Eric Everette (School of Dentistry)
- Michael Gerhardt (School of Law)
- Ferrel Guillory (School of Journalism)
- Russ Shafer-Landau (Parr Center for Ethics)
- Kerri McNeill (Office of Internal Audit)
- Paul Pogge (Athletic Department)
- Joy Renner (School of Medicine / Faculty Athletic Committee Chair)
- Terry Rhodes (College of Arts and Sciences)
- Jonathan Sauls (Office of Student Affairs)
- Houston Summers (Student Body President)
- Geoffrey Sayre-McCord, former Co-Chair (Department of Philosophy)



Progress to Date

Work Thus Far:

- Initial meeting and charge from the Chancellor – June 3rd
- 13 presentations from various campus offices on existing ethics-related programs, practices, regulations, and reporting/compliance mechanisms
- Four subgroups formed to address key areas of action (identified on next slide)
- Preliminary subgroup reports developed
- Chancellor and Cabinet briefed
- Identified areas for coordination with Policy & Procedure Audit Working Group to avoid duplication of effort and, where appropriate, develop joint recommendations

Going Forward:

- Review each subgroup report to develop specific findings and recommendations
- Continue coordination with Policy & Procedure Audit Working Group
- Preliminary Report – August 21st
- Final Report – October 15th



Emerging Initiatives / Deliverables

Drawing from the information presented and the expertise of the members, the group has identified four key areas of action for sub-group deliberation:

1. *Define ethics and integrity for the purpose of our task*
2. *Identify influences that shape the campus culture of ethical behavior*
3. *Inventory ethics training across all campus units; Evaluate the awareness of expectations, consequences of unethical behavior and areas for consolidation and improvement*
4. *Develop plan for broad and comprehensive program for reporting unethical behavior and questions of integrity*
 - Identify areas for expansion of ethics reporting tool
 - Assess the cultural issues of wide-spread integration and expansion of ethics reporting tool



Policy & Procedure Audit



Charter and Members

The **Policy and Procedures Working Group** helps the University to identify any redundancies, gaps and inconsistencies, make recommendations for policy and procedure improvements and create a mechanism for periodic re-evaluation. As a University, we recognize that we need to have clear, coherent policies and procedures so as to enable effective operations and process excellence.

The working group oversees an audit that ensures the University is following applicable laws, regulations and policies. They will select a higher education consulting firm to assist them in the process of taking what they learned from the audit and improving upon it. The working group will define the firm's scope of work, the expected outcomes and manage the process through its completion.

Policy and Procedures Working Group members:

- Todd Nicolet, Chair (School of Government)
- Kathy Bryant (Human Resources)
- Jeff Cannon (Kenan-Flagler Business School)
- Robin Cyr (Sponsored Research)
- Debbi Clarke (Provost Office)
- Christopher Derickson (Registrar)
- Matt Fajack (Finance and Administration)
- Paul Godley (School of Medicine)
- Susan Kellogg (Information Technology Services)
- Abigail T. Panter (College of Arts and Sciences)
- Chris Payne (Student Affairs)
- Phyllis Petree (Office of Internal Audit)
- Will Tricomi (Office of University Counsel)



Progress to Date

Work Thus Far:

- Issued a Request for Information on May 29
- Received responses from six vendors
- Finalized definition of “policy” and “procedure”
- Established a timeline and criteria for the vendor selection process
- Submitted Request for Proposal on July 10

Going Forward:

- Select vendor – August 14
- Policy ecosystem recommendations – October 15
- Final vendor recommendations – December 31



Emerging Initiatives / Deliverables

The working group seeks to:

- Develop recommendations for a University policy and procedure ecosystem to manage policy lifecycle
- Provide a model for in-depth process and procedure analysis by addressing 3 pilot areas
 - Policy Governance in the College of Arts and Sciences
 - Registrar's Office
 - Coordination of Undergraduate Academic Policies



Questions?

Ethics and Integrity Working Group

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Government

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Policy and Procedures Working Group

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Government

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Overview of Academics at UNC

Presentation to the UNC-Chapel Hill Board of Trustees
University Affairs Committee

July 22, 2015

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



Overview

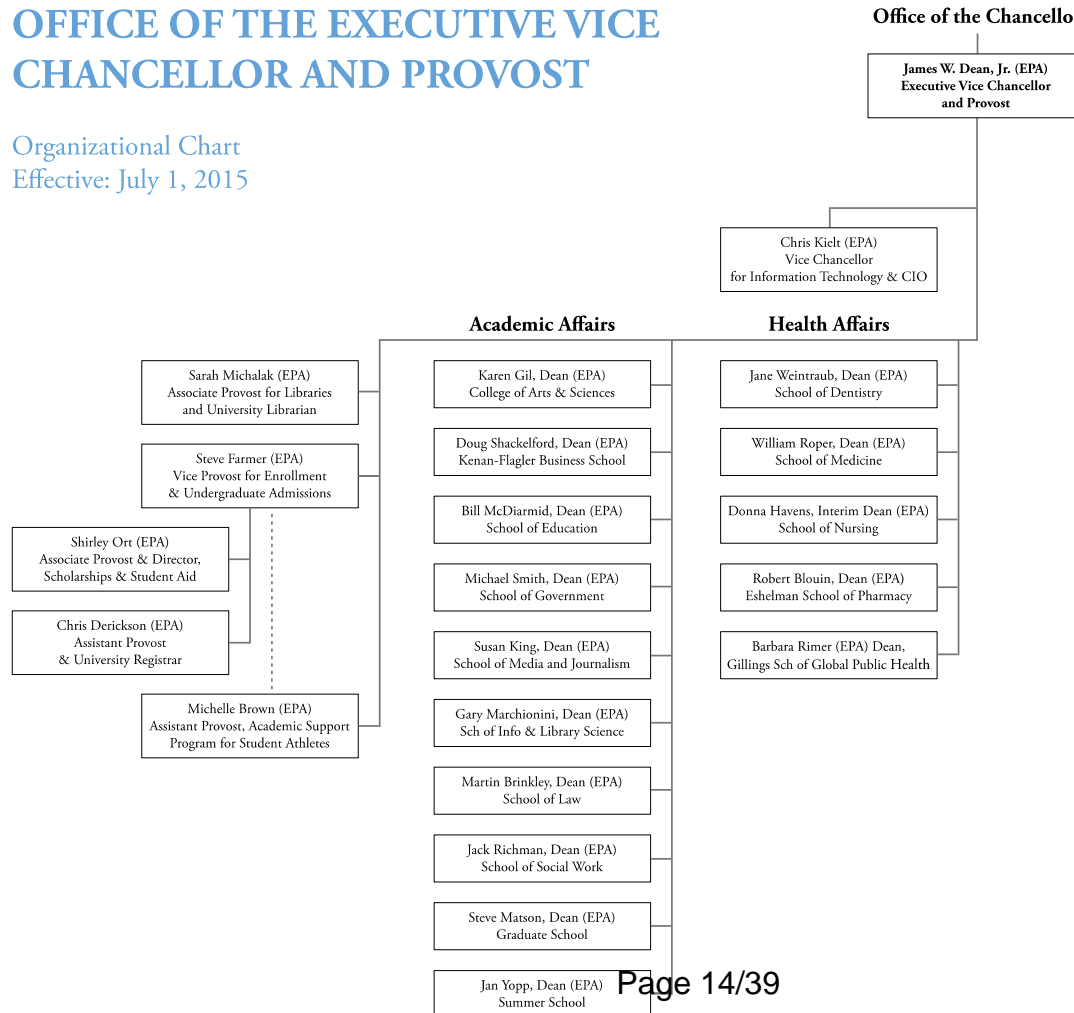
- Organization of Academics at UNC
- Overview of Current Performance
- Academic Initiatives



Organizational Structure for Academics

OFFICE OF THE EXECUTIVE VICE CHANCELLOR AND PROVOST

Organizational Chart
Effective: July 1, 2015

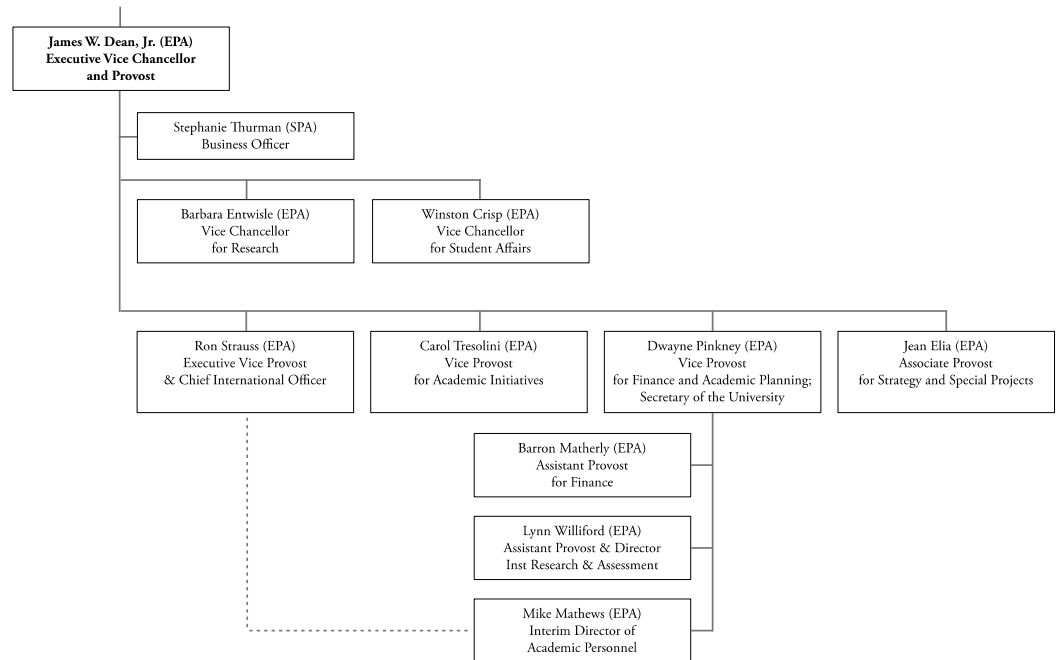


Organizational Structure for Academics

OFFICE OF THE EXECUTIVE VICE CHANCELLOR AND PROVOST

Organizational Chart
Effective: July 1, 2015

Office of the Chancellor



Performance Overview

- Student Quality and Outcomes
- Campus Environment
- Faculty Quality and Outcomes
- Public Benefits



Student Quality and Outcomes

- Qualifications
- Diversity and Access
- High Impact Learning Activities
- Prestigious Honors/Awards
- Graduation Rates



Qualifications

QUALIFICATIONS

High School Rank 2013

Latest Percentage:
UNC-Chapel Hill
78% in Fall 2014

First-Year Students in Top 10% of HS Class

Berkeley	98%
UCLA	97%
Pennsylvania	94%
Virginia	92%
Washington	92%
Northwestern	91%
Duke	90%
So. California	88%
Johns Hopkins	84%
UNC-Chapel Hill	78%
Texas	75%
Maryland	71%
Michigan	65%
Pittsburgh	53%
Wisconsin	51%
Minnesota	45%



DIVERSITY AND ACCESS

Percent Underrepresented Minority Undergraduate Students Fall 2013

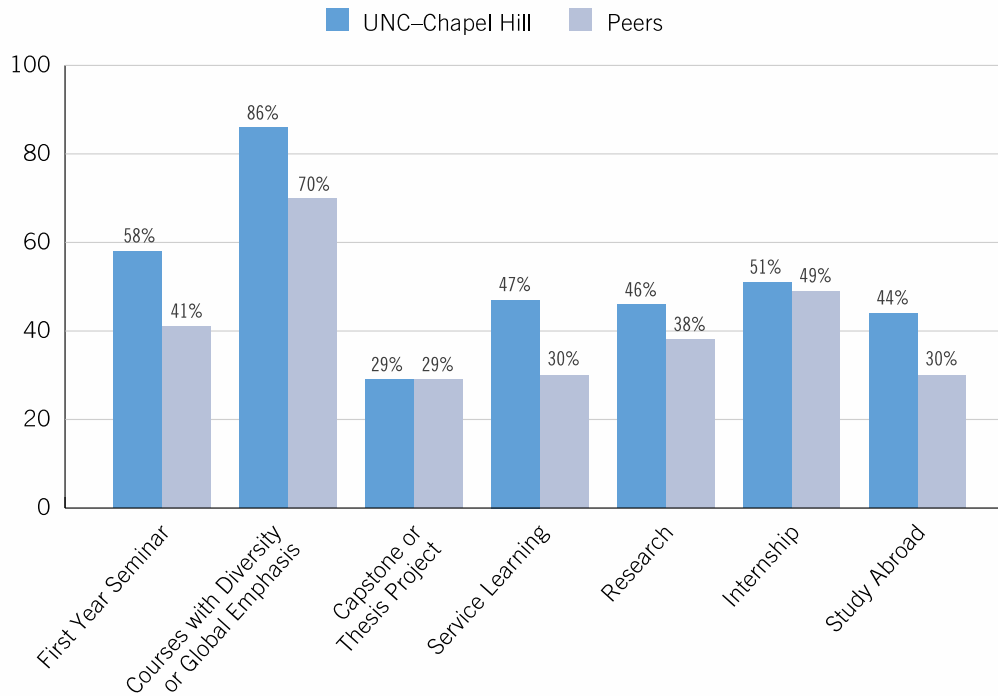
Latest Percentage:
UNC-Chapel Hill
 0.5% American Indian/Alaskan Native in Fall 2014
 8.4% African American in Fall 2014
 7.4% Hispanic in Fall 2014

	American Indian/ Alaska Native		Black/ African American		Hispanic
Washington	0.6%	Maryland	12.5%	Texas	21.7%
Duke	0.6%	Duke	9.9%	UCLA	18.4%
UNC-Chapel Hill	0.5%	UNC-Chapel Hill	8.5%	So. California	13.4%
Northwestern	0.3%	Pennsylvania	7.0%	Berkeley	13.2%
Minnesota	0.3%	Virginia	6.2%	Johns Hopkins	10.1%
Wisconsin	0.2%	Johns Hopkins	5.7%	Northwestern	9.5%
Texas	0.2%	Northwestern	5.7%	Pennsylvania	9.5%
Virginia	0.2%	Pittsburgh	5.4%	Maryland	8.8%
Michigan	0.2%	So. California	4.3%	UNC-Chapel Hill	7.1%
So. California	0.1%	Michigan	4.3%	Washington	6.8%
Johns Hopkins	0.1%	Texas	4.3%	Duke	6.1%
Pennsylvania	0.1%	Minnesota	3.9%	Virginia	5.5%
Maryland	0.1%	Washington	2.6%	Wisconsin	4.5%
UCLA	0.1%	UCLA	2.6%	Michigan	4.1%
Berkeley	0.1%	Wisconsin	2.2%	Minnesota	3.0%
Pittsburgh	0.0%	Berkeley	2.2%	Pittsburgh	2.6%

High Impact Learning Activities

ENGAGEMENT (ACADEMIC AND CO-CURRICULAR)

Percentage of Seniors Who Reported Participation in High Impact Learning Activities 2013



Prestigious Honors/Awards

HONORS AND AWARDS

Number of Students Winning Prestigious Honors/Awards: 1902 to 2014

Latest Percentage:
UNC-Chapel Hill
21% in Fall 2014

Scholarship/Fellowship Name	Cumulative Total of Unique Recipients
Rhodes Scholarships	48
Goldwater Scholarship	41
Luce Scholars Program	36
Truman Scholarship	30
Marshall Scholarships	16
Churchill Scholarship	15
Udall Scholarship	14
Boren Scholarship	13
Beinecke Scholarship	5
Mitchell Scholarship	3
Gates Cambridge Scholarship	2
Ertegun Scholarship	1



COMPLETION RATES

Graduation Rates: 2007 Entering First-Year Cohort

Latest Rates in 4-Years:
UNC-Chapel Hill
83.7% for 2010 Cohort

Latest Rates in 6-Years:
UNC-Chapel Hill
90.3% for 2008 Cohort

	4-Year		6-Year
Pennsylvania	87.9%	Pennsylvania	95.7%
Johns Hopkins	87.9%	Duke	94.0%
Duke	87.0%	Northwestern	94.0%
Virginia	86.3%	Johns Hopkins	93.4%
Northwestern	86.0%	Virginia	93.0%
UNC-Chapel Hill	81.1%	Berkeley	91.0%
So. California	78.0%	So. California	91.0%
Michigan	75.8%	UCLA	90.3%
Berkeley	72.2%	UNC-Chapel Hill	90.2%
UCLA	69.0%	Michigan	90.0%
Maryland	65.7%	Maryland	84.1%
Pittsburgh	64.4%	Wisconsin	83.7%
Washington	57.5%	Washington	81.9%
Wisconsin	56.4%	Pittsburgh	80.4%
Minnesota	54.5%	Texas	79.4%
Texas	50.9%	Minnesota	75.4%

Campus Environment

- Intellectual Climate and Energy
- Welcoming Differences
- Campus Safety

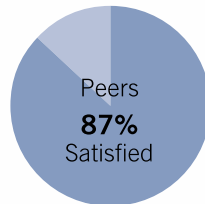
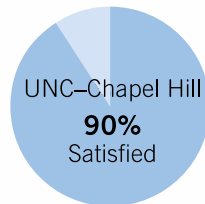


Student Satisfaction

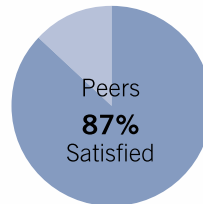
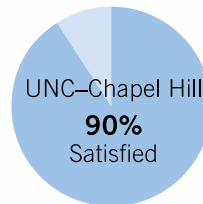
SATISFACTION

Undergraduates Students: Satisfaction with UNC–Chapel Hill Education 2013

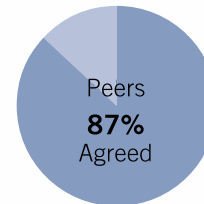
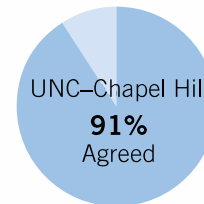
Academic Experience



Social Experience



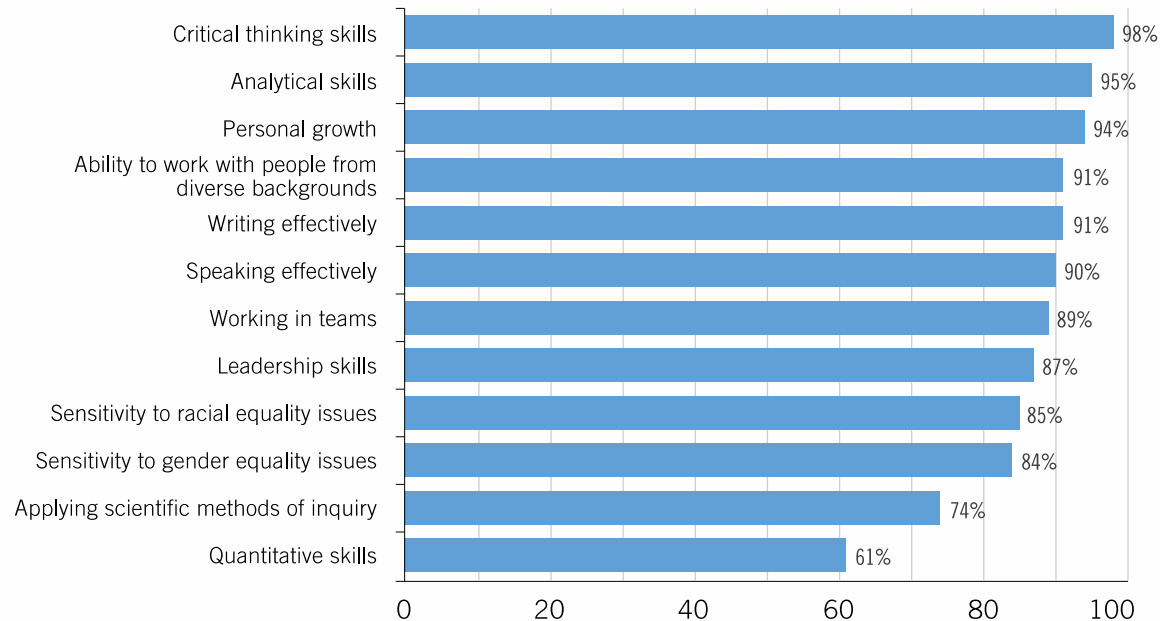
“Knowing what I know now,
I would still choose to
enroll here.”



Learning Outcomes

LEARNING OUTCOMES

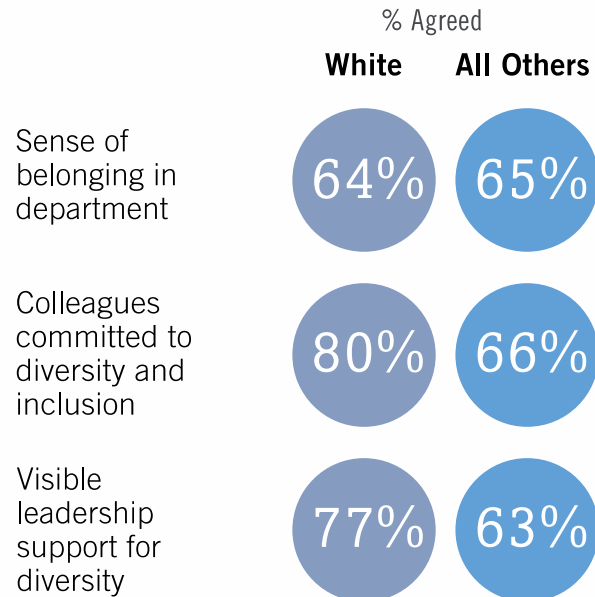
Percentage of Seniors Who Reported Gains in Knowledge and Skills from UNC–Chapel Hill Education 2013



Welcoming Differences

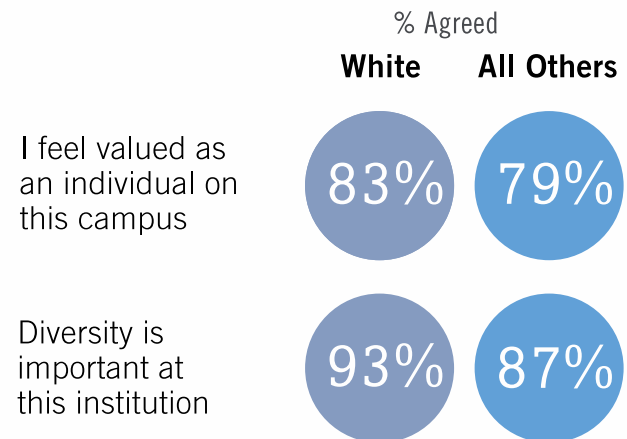
WELCOMING DIFFERENCES

Faculty Ratings of Campus and Department Climate



WELCOMING DIFFERENCES

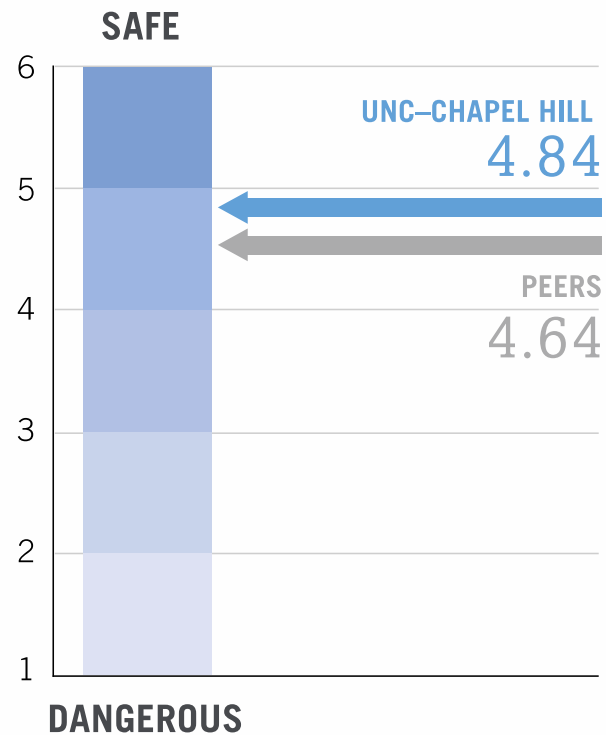
Student Ratings of Campus Climate for Diversity



Campus Safety

CAMPUS SAFETY

Student Perceptions of Campus Safety



Faculty Quality and Outcomes

- Salary Competitiveness
- Retention
- Demographic Diversity
- Student Ratings of Faculty Interactions



Salary Competitiveness

SALARY COMPETITIVENESS

Average Faculty Total Compensation 2013–14

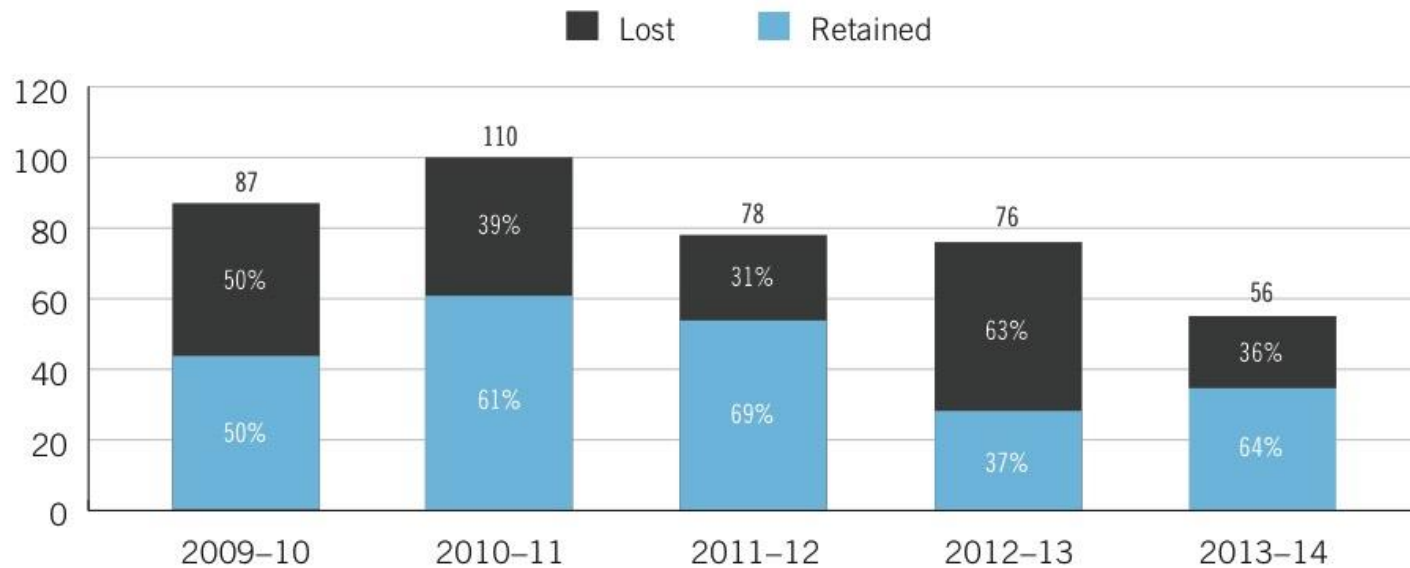
Full Professors		Associate Professors		Assistant Professors	
Pennsylvania	\$246,600	Pennsylvania	\$164,600	Pennsylvania	\$162,700
Duke	\$240,300	Duke	\$160,700	Berkeley	\$137,600
UCLA	\$231,900	UCLA	\$153,500	Northwestern	\$135,700
Northwestern	\$230,100	So. California	\$152,400	So. California	\$132,500
Berkeley	\$221,200	Berkeley	\$151,500	Duke	\$128,400
So. California	\$215,700	Northwestern	\$151,300	UCLA	\$127,800
Michigan	\$191,200	Michigan	\$131,500	Michigan	\$114,900
Virginia	\$187,300	Virginia	\$127,900	Minnesota	\$114,100
UNC–Chapel Hill	\$182,300	Minnesota	\$126,400	Virginia	\$112,000
Pittsburgh	\$181,300	Maryland	\$126,000	Maryland	\$111,800
Minnesota	\$178,200	UNC–Chapel Hill	\$123,000	Washington	\$109,800
Maryland	\$174,600	Washington	\$123,400	Texas	\$108,100
Texas	\$172,100	Wisconsin	\$120,900	Wisconsin	\$107,700
Washington	\$161,400	Pittsburgh	\$120,700	UNC–Chapel Hill	\$104,600
Wisconsin	\$154,800	Texas	\$115,400	Pittsburgh	\$101,100
Johns Hopkins	NA	Johns Hopkins	NA	Johns Hopkins	NA



Faculty Retention

RETENTION

Faculty with Outside Offers



Demographic Diversity

DEMOGRAPHIC DIVERSITY

Percent Underrepresented Minority Faculty Fall 2013

**African American, Hispanic,
American Indian**

UNC–Chapel Hill	11.2%
Texas	10.3%
Maryland	9.1%
Berkeley	8.2%
UCLA	8.1%
So. California	7.6%
Michigan	7.1%
Pennsylvania	7.1%
Duke	7.1%
Northwestern	7.0%
Johns Hopkins	6.4%
Washington	6.0%
Virginia	5.8%
Minnesota	5.6%
Pittsburgh	5.1%
Wisconsin	5.0%



Student-Faculty Interactions

STUDENT RATINGS OF FACULTY INTERACTIONS

Student Satisfaction with Quality of Faculty Instruction 2013



UNC-Chapel Hill



Peers

Public Benefits

- Affordability
- Sponsored Research Awards
- Economic Impact of Research to NC
- Startup Activity



Affordability

AFFORDABILITY

Tuition and Fees 2014–15

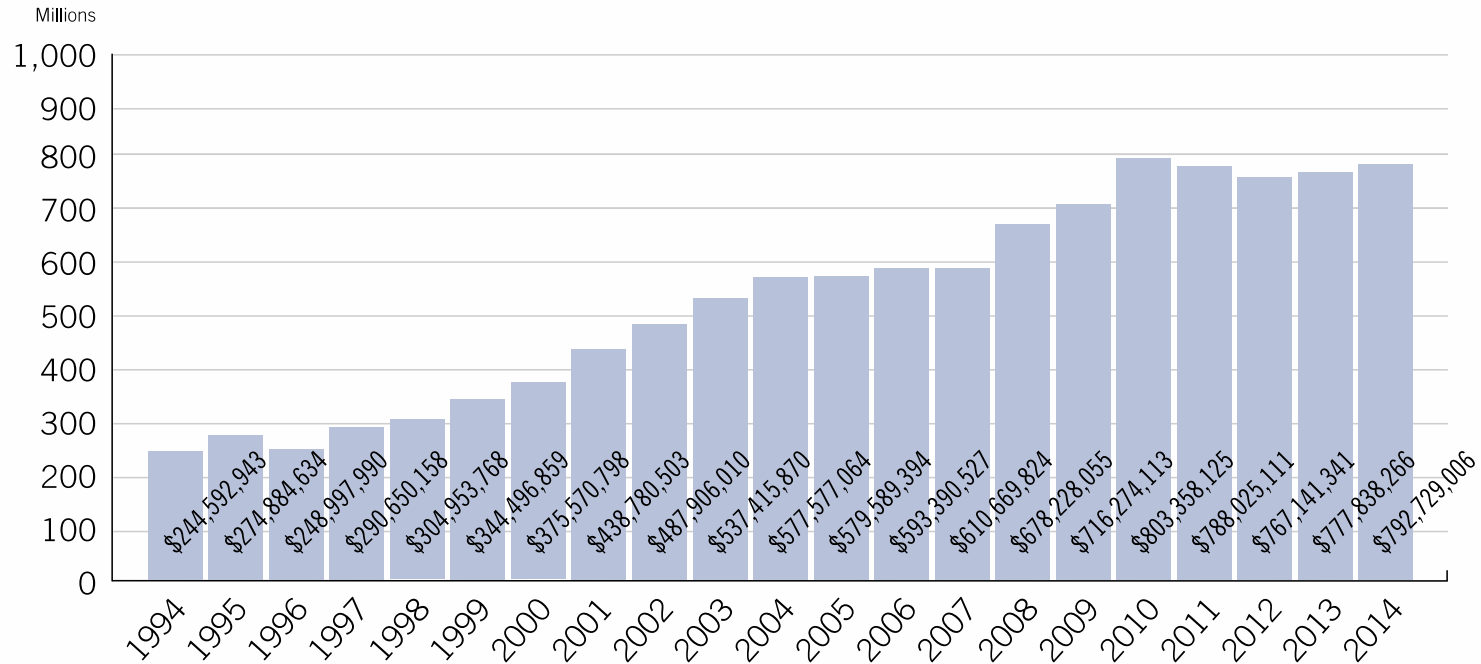
	Undergraduate Resident	Undergraduate Non-Resident	Graduate Resident	Graduate Non-Resident
UNC–Chapel Hill	\$8,336	\$33,418	\$10,594	\$27,805
Maryland	\$9,428	\$29,721	\$15,938	\$32,642
Texas	\$9,816	\$34,860	\$11,026	\$22,702
Wisconsin	\$10,410	\$26,660	\$11,864	\$25,191
Washington	\$12,394	\$33,513	\$16,296	\$28,344
Berkeley	\$12,972	\$35,850	\$12,972	\$28,074
Virginia	\$13,006	\$41,510	\$16,688	\$26,246
UCLA	\$13,029	\$35,907	\$12,571	\$27,673
Minnesota	\$13,626	\$20,876	\$16,538	\$24,760
Michigan	\$14,008	\$43,049	\$20,078	\$40,564
Pittsburgh	\$17,772	\$28,168	\$21,542	\$34,760
Peer Average	\$12,647	\$33,013	\$15,553	\$29,097



Sponsored Research Awards

RESEARCH REVENUE

Sponsored Research Awards



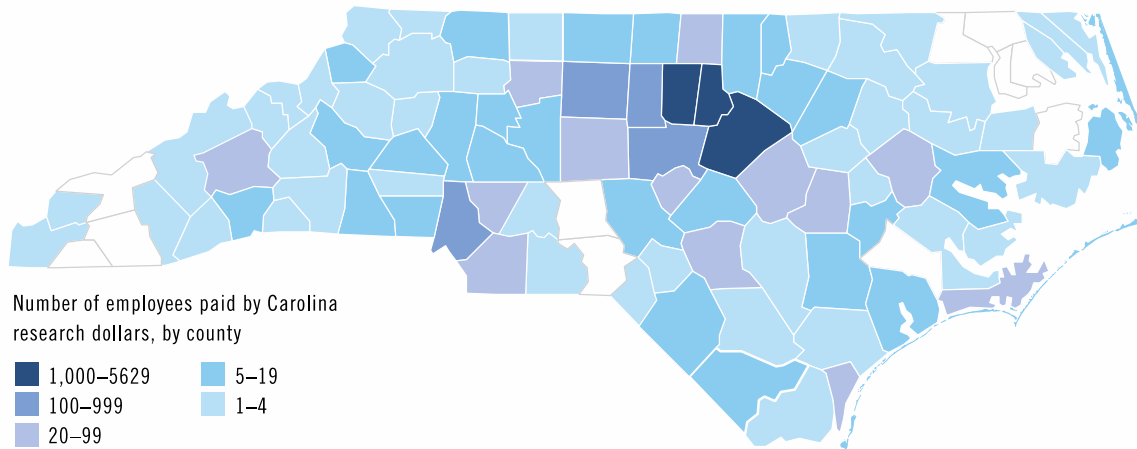
NC Economic Impact

RESEARCH REVENUE

Economic Impact of Research to North Carolina FY 2013

Jobs for North Carolina Citizens

UNC–Chapel Hill research directly supported over 10,300 individuals with a total payroll of over \$300M



Support for Local Businesses

UNC–Chapel Hill research projects funded more than:

- 14,000 orders to NC-based vendors
- 1,100 different vendors in 80 counties
- \$70 million in purchases in NC

Technical Assistance and Support

UNC–Chapel Hill faculty and students provided roughly \$79 million in support of professionals, public officials, and organizations in NC.



Startup Activity

RESEARCH REVENUE

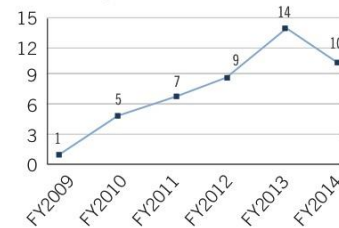
Startup Activity

Startup Companies Formed FY 2013

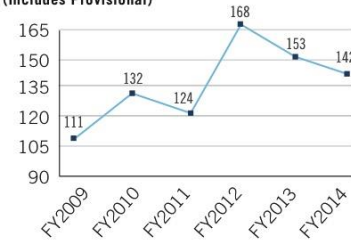
Pennsylvania	26
Washington	17
Minnesota	14
UNC-Chapel Hill	14
Northwestern	11
Michigan	9
Pittsburgh	9
Duke	9
Johns Hopkins	8
Wisconsin	7
So. California	6
Virginia	4

UNC-Chapel Hill Growth in Startup Activity

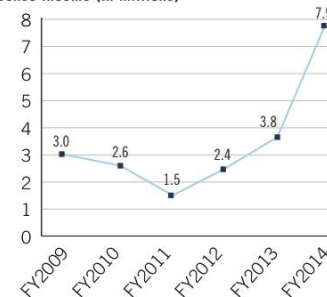
Number of Startups



Number of US Patents Filed
(Includes Provisional)



License Income (In Millions)



Academic Initiatives Overview

- Student Athlete Academic Initiative Work Group
- Poverty Taskforce
- High-Risk Drinking and Substance Abuse Taskforce
- Assessment of Learning Work Group
- Thrive@Carolina Work Group on Retention and Graduation



Discussion

