



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

ATTACHMENT A

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: February 18, 2016

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

I am seeking approval to appoint Dr. Terry Magnuson as Vice Chancellor for Research. The appointment is effective July 1, 2016. Attached is the formal offer letter and a copy of Dr. Magnuson'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

February 12, 2016

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

Dr. Terry Magnuson, PhD
SOM Vice Dean for Research
Chair, Department of Genetics
5016 Genetic Medicine Building, CB# 7264
Carolina Campus

Dear Terry:

I am pleased to inform you that, pending the approval of the UNC Board of Trustees and with your concurrence, you will be appointed as the Vice Chancellor for Research effective July 1, 2016. This secondary administrative appointment is "at will" and is subject to continuation or discontinuation at any time at the discretion of the Chancellor or authorized designee. This appointment will be reviewed at least every five years. Your current faculty appointment as Distinguished Professor in the Department of Genetics will remain your primary appointment subject to the University's applicable policies and regulations governing academic tenure.

Your initial annual base salary will be \$293,570. In addition, you will receive an annual administrative supplement as Vice Chancellor for Research of \$169,450 for a total initial salary of \$463,020 per year. You will relinquish your current administrative appointments as UNC School of Medicine Vice Dean for Research and as Chair, Department of Genetics and their corresponding administrative supplements of \$65,551 and \$65,600 respectively effective July 1, 2016. Your salary is based on a full-time work schedule of 1.0 FTE and will be reviewed at least annually. You will retain your eligibility to participate in your current deferred compensation plan and the SOM Compensation Plan incentives according to the provisions of those plans. Your appointing unit is responsible for initiating any changes in your salary, subject to the compensation policies adopted by the UNC Board of Governors or UNC Board of Trustees.

You will continue to earn your current 24 days (192 hours) per year of annual leave and 12 days (96 hours) per year of sick leave for full-time service. Up to 30 days (240 hours) of annual leave may be carried forward from calendar year to year with any excess balance converted to sick leave at year end. Leave is not paid out at appointment end.

At the conclusion of your appointment as Vice Chancellor for Research, the administrative supplement as Vice Chancellor for Research will be discontinued and you shall have the option to continue your employment with the University as a tenured member of the general faculty. The specific terms of any paid research leave following your administrative service as Vice Chancellor for Research will remain subject to the University's policy on Faculty Research & Study Leaves

Dr. Terry Magnuson, PhD
February 12, 2016
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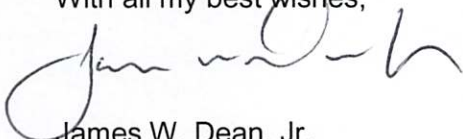
available online at <http://academicpersonnel.unc.edu/faculty-policies-procedures-guidelines/compensation-and-pay/research-study-leaves/> .

During your appointment as Vice Chancellor for Research, you will continue your research program. The Office of the Executive Vice Chancellor and Provost will provide a research fund to your lab of \$250,000 per year during your appointment as Vice Chancellor for Research to support your research endeavors. We will review this commitment at the end of five years.

As we have discussed, this appointment provides you with the opportunity, working with Chancellor Folt and me, to shape the research strategy of the University, and to continue to enhance our research performance and reputation. I am very much looking forward to working with you on this, and to identifying the funding that will make this possible.

Please signify your acceptance of these conditions of appointment by signing and dating this copy and returning it to me as soon as possible.

With all my best wishes,

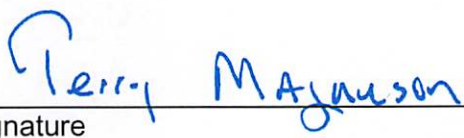


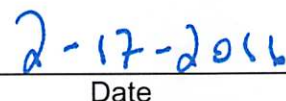
James W. Dean, Jr.
Executive Vice Chancellor and Provost

JWD:mm

cc: Genesis Wallace Gibbs, HR Consultant, Department of Genetics
Mike Mathews, Interim Director, Academic Personnel Office

I agree to the terms and conditions of this appointment.


Signature


Date

Curriculum Vitae

Terry Magnuson

Current Position/Title: Sarah Graham Kenan Professor
Vice Dean for Research, UNC School of Medicine
Chair, Department of Genetics
Director, Cancer Genetics Program, Lineberger
Comprehensive Cancer Center

Institution: The University of North Carolina at Chapel Hill

Department: Genetics

Work Address: Genetic Medicine Building
120 Mason Farm Road
Campus Box 7264
Chapel Hill, NC 27599-7264

Telephone: (919) 843-6475

Fax: (919) 845-2586

Email: trm4@med.unc.edu

Education

1978, Ph.D., Sloan-Kettering Division, Cornell Graduate School of Biomedical Sciences
1972: B.S., University of Redlands

Professional Experience – Employment History:

University of North Carolina at Chapel Hill

2010 – date: Vice Dean for Research, UNC School of Medicine

2001 – date: Founding Director, Cancer Genetics Program, UNC Lineberger Comprehensive Cancer Center.

2000 – date: Sarah Graham Kenan Professor.
Founding Chair, Department of Genetics, UNC School of Medicine, a translational department that includes basic science faculty and a clinical arm responsible for adult medical genetics for UNC Hospitals.

2000 – 2010: Founding Director, Carolina Center for Genome Sciences, a pan-campus UNC Center involving the five Health Affairs Schools (Medicine, Public Health, Pharmacy, Dentistry, Nursing); the College of Arts and Sciences; the School of Information and Library Sciences.

Case Western Reserve University

1998-2000: Director, Center for Developmental Biology.

1996-2000: Professor, Department of Genetics, School of Medicine.

1988-1996: Associate Professor, Department of Genetics (Acting Chairman, 1990-1992).

1984-1988: Assistant Professor, Department of Genetics, School of Medicine.

University of California, San Francisco

1978-1982: Postdoctoral Fellow (Charles J. Epstein Lab)

1982-1984: Assistant Research Geneticist, Department of Pediatrics.

Honors and Awards:

2014: Thomas H. Roderick Lecture, The Jackson Laboratory
 2012: Elected member of the National Academy of Medicine
 2010: Charles J. and Lois B. Epstein Visiting Professorship, UCSF.
 2008: Elected Fellow of the American Association for the Advancement of Science.
 2007: Elected Member of the American Academy of Arts and Sciences.
 2007: Distinguished Alumnus Award, Weill Cornell University Graduate School of Medical Sciences.
 1999: MERIT Award, NIH.
 1999: CWRU School of Medicine Dean's Recognition: Million Dollar Professor.
 1995 & 1999: Outstanding Graduate Student Mentor by vote of Genetics Graduate Students.
 1985-1989: Pew Scholar in the Biomedical Sciences, Pew Memorial Trust.
 1985-1987: Basil O'Connor Award, March of Dimes.
 1982-1985: New Investigator Award, NIH.
 1979-1982: National Research Service Award, NIH.
 1978-1979: Postdoctoral Fellowship, National Science Foundation.
 1972-1978: Predoctoral Fellowship, Memorial Sloan-Kettering Cancer Center.

Publications:

1. Raab, JR., Resnick, S. and **Magnuson, T.** (2016). Genome-wide transcriptional regulation mediated by biochemically distinct forms of SWI/SNF. *PLoS Genetics*, *In Press*.
2. Serber, DW, Runge, JS, Menon, DU, and **Magnuson, T.** (2015). The mouse INO80 chromatin remodeling complex is an essential meiotic factor for spermatogenesis. *Biol. Reprod.* Pil: 115.135533 (Epub ahead of print).
3. Chandler RL, Raab JR, Vernon M, **Magnuson T**, Schisler JC. Global gene expression profiling of a mouse model of ovarian clear cell carcinoma caused by ARID1A and PIK3CA mutations implicates a role for inflammatory cytokine signaling. *Genom Data*. 2015 Jul 14;5:329-32. doi: 10.1016/j.gdata.2015.06.027. eCollection 2015 Sep. PubMed PMID: 26484281; PubMed Central PMCID: PMC4583684.
4. Cook KD, Shpargel KB, Starmer J, Whitfield-Larry F, Conley B, Allard DE, Rager JE, Fry RC, Davenport ML, **Magnuson T**, Whitmire JK, Su MA. T follicular helper cell-dependent clearance of a persistent virus infection requires T cell expression of the histone demethylase UTX. *Immunity*. 2015 Oct 20;43(4):703-14. doi: 10.1016/j.immuni.2015.09.002. Epub 2015 Sep 29. PubMed PMID: 26431949.
5. Rothbart SB, Dickson BM, Raab JR, Grzybowski AT, Krajewski K, Guo AH, Shanle EK, Josefowicz SZ, Fuchs SM, Allis CD, **Magnuson TR**, Ruthenburg AJ, Strahl BD. An interactive database for the assessment of histone antibody specificity. *Mol Cell*. 2015 Aug 6;59(3):502-11. doi: 10.1016/j.molcel.2015.06.022. Epub 2015 Jul 23. PubMed PMID: 26212453; PubMed Central PMCID: PMC4530063.
6. Fedoriw AM, Menon D, Kim Y, Mu W, **Magnuson T.** (2015). Key mediators of somatic ATR signaling localize to unpaired chromosomes in spermatocytes. *Development* 142, 2972-2980. doi: 10.1016/j.molcel.2015.06.022. Epub 2015 Jul 23. PMID: 26212453

7. Jang CW, Shibata Y, Starmer J, Yee D, **Magnuson T.** (2015). Histone H3.3 maintains genome integrity during mammalian development. *Genes Dev.* 29(13):1377-92. doi: 10.1101/gad.264150.115.
8. Lloyd K, Franklin C, Lutz C, **Magnuson T.** (2015). Reproducibility: use mouse biobanks or lose them. *Nature* 522(7555):151-3. doi: 10.1038/522151a.
9. Chu C, Zhang QC, da Rocha ST, Flynn RA, Bharadwaj M, Calabrese JM, **Magnuson T**, Heard E, Chang HY. (2015). Systematic discovery of Xist RNA binding proteins. *Cell* 161(2):404-16. doi: 10.1016/j.cell.2015.03.025.
10. Calabrese JM, Starmer J, Schertzer MD, Yee D, **Magnuson T.** (2015). A survey of imprinted gene expression in mouse trophoblast stem cells. *G3 (Bethesda)* 5(5):751-9. doi: 10.1534/g3.114.016238.
11. Chandler, R.L., Damrauer, J.S., Raab, J.R., Schisler, J.C., Wilkerson, M.D., Didion, J.P., Starmer, J., Serber, D., Yee, D., Xiong J., Darr, D.B., Pardo-Manuel de Villena, F., Kim, W.Y. and **Magnuson, T.** (2015). Coexistent ARID1A-kPIK3CA mutations promote ovarian clear-cell tumorigenesis through pro-tumorigenic inflammatory cytokine signaling. *Nat Commun.* Jan 27;6:6118. doi: 10.1038/ncomms7118.
12. Mu, Weipeng, Starmer, J., Fedoriw, A.M., Yee, D. and **Magnuson, T.** (2014). Repression of the soma-specific transcriptome by Polycomb Repressive Complex 2 promotes male germ cell development. *Genes Dev.* 28, 2056-2069.
13. Pohlers, M., Calabrese, J.M., and **Magnuson, T.** (2014). Small RNA expression from the human macrosatellite DXZ4. *G3 (Bethesda)*, 4, 1981-1989.
14. Shpargel, K.B., Starmer, J., Yee, D., Pohlers, M., and **Magnuson, T.** (2014). KDM6 demethylase independent loss of histone H3 lysine 27 trimethylation during early embryonic development. *PLoS Genetics*, 2014 Aug 7;10(8):e1004507. doi: 10.1371/journal.pgen.1004507. eCollection 2014 Aug.
15. Mugford, J.W., Starmer, J., Williams, R.L., Calabrese, J.M., Mieczkowski, P., Yee, D., and **Magnuson, T.** (2014). Evidence for local regulatory control of escape from imprinted X chromosome inactivation. *Genetics*, doi 10.1534/genetics 114.162800.
16. Williams, R.L., Starmer, J., Mugford, J.W., Calabrese, J.M., Mieczkowski, P., Yee, D. and **Magnuson, T.** (2014). *fourSig*: a method for determining chromosomal interactions in 4C-Seq data. *Nucleic Acids Res.* Apr;42(8):e68. doi: 10.1093/nar/gku156. Epub 2014 Feb 20.
17. Chandler, R.L., Zhang, Y., **Magnuson, T.**, and Bultman, S.J. (2014). Characterization of a *Brg1* hypomorphic allele demonstrates that genetic and biochemical activity are tightly correlated. *Epigenetics*, Feb 1;9(2):249-56. doi: 10.4161/epi.26879.
18. Shi X, Zhang Z, Zhan X, Cao M, Satoh T, Akira S, Shpargel K, **Magnuson T**, Li Q, Wang R, Wang C, Ge K, Wu J. (2014). An epigenetic switch induced by Shh signaling regulates gene activation during development and medulloblastoma growth. *Nat Commun.* 5:5425. doi: 10.1038/ncomms6425.
19. Committee on a Review of the Recombinant DNA Advisory Committee (2013). Oversight

and Review of Clinical Gene Transfer Protocols: Assessing the Role of the Recombinant DNA Advisory Committee. *The National Academies Press, Washington DC*.

20. King, I.F., Yandava, C.N., Mabb, A.M., Hsiao, J.S., Huang, H.S., Pearson, B.L., Calabrese, J.M., Starmer, J., Parker J.S, **Magnuson, T.**, Chamberlain, S.J., Philpot, B.D., Zylka, M.J. (2013). Topoisomerases facilitate transcription of long genes linked to autism. *Nature* 501, 58-62.
21. Gray, J.E., Starmer, J., Lin, V.S., Dickinson, B.C. and **Magnuson, T.** (2013). Mitochondrial hydrogen peroxide and defective cholesterol efflux prevent in vitro fertilization by cryopreserved inbred mouse sperm. *Biol. Reprod.* 89, 17-29.
22. Evans, J.P., Berg, J.S., Olshan, A.F., **Magnuson, T.** and Rimer, B.K. (2013). We screen newborns, don't we? Realizing the promise of public health genomics. *Genet. Med.* Doi: 10.1038/gim.2013.11
23. Jang, C.W. and **Magnuson, T.** (2013). A novel selection marker for efficient DNA cloning and recombineering in *E. coli*. *PLoS One* 8(2):e5705.
24. Chandler, R.L., Brennan, J., Schisler, J.C., Patterson, C., and **Magnuson, T.** (2013). ARID1a-DNA interactions are required for promoter occupancy by SWI/SNF. *Mol. Cell Biol.* 33, 265-280.
25. Committee on a Review of the California Institute for Regenerative Medicine (2013). The California Institute for Regenerative Medicine: Science, Governance, and the Pursuit of Cures. *The National Academies Press, Washington DC*.
26. Calabrese, J.M., Sun, W., Song, L., Mugford, J.W., Williams, L., Yee, D., Starmer, J., Mieckowski, P. Crawford, G.E., and Magnuson, T. (2012). Site-Specific silencing of regulatory elements as a mechanism of X-inactivation. *Cell* 151, 951-963.
27. Fedoriw, A.M., Calabrese, J.M., Mu, W., Yee, D. and **Magnuson, T.** (2012). Differentiation-driven nucleolar association of the mouse imprinted Kcnq1 locus. *G3 (Bethesda)* 2, 1521-1528.
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29. Donahue, L.R., Hrabe de Angelis, M., Hagn, M., Franklin, C., Lloyd, K., **Magnuson, T.**, McKerlie, C., Nakagata, N., Obata, Y., Read, S., Wurst, W., Horlein, A., Davisson, M. (2012). Centralized mouse repositories. *Mamm. Genome* 23, 559-571.
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31. Fedoriw, A., Mugford, J., and **Magnuson, T.** (2012). Genomic imprinting and epigenetic control of development. In Signals, Switches and Networks in Mammalian Development. Cold Spring Harbor Press. Jul 1;4(7):a008136. doi: 10.1101/cshperspect.a008136

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33. Collaborative Cross Consortium (2012). The genome architecture of the collaborative cross mouse genetic reference population. *Genetics* 190, 389-401.
34. Kim, Y., Fedoriw, A.M., and **Magnuson, T.** (2012). An essential role for mammalian SWI/SNF chromatin remodeling complex during male meiosis. *Development* 139, 1122-1140.
35. Fedoriw, A.M., Starmer, J.D., Yee, D. and **Magnuson, T.** (2012). Nucleolar association and transcriptional inhibition through 5S rDNA in mammals. *PLoS Genetics* Jan; 8(1):e1002468. doi: 10.1371/journal.pgen.1002468. Epub 2012 Jan 19.
36. Williams, L.H., Kalantry, S., Starmer, J., **Magnuson, T.** (2011). Transcription precedes loss of *Xist* coating and depletion of H3K27me3 during X-chromosome reprogramming in the mouse inner cell mass. *Development* 138, 2049-2057.
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38. Ciavatta, D.J., Yang, J., Preseton, G.A., Badhwar, A.K., Xiao, H., Hewins, P., Nester, C.M., Pendegraft, W.F., **Magnuson, T.**, Jennette, J.C., and Falk, R.J. (2010). Epigenetic basis for aberrant upregulation of autoantigen in genes in humans with ANCA vasculitis. *J. Clin. Invest.* 120, 3209-2319.
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40. Kalantry, S., Purushothaman, S., Bowen, R.B., and **Magnuson, T.** (2009). Evidence for *Xist*-RNA-independent initiation of mouse imprinted X-chromosome inactivation. *Nature*, 460, 647-651.
41. Cowley, D.O., Rivera-Pérez, J.A., Schliekelman, M., Yizhou, He, Y.J., Oliver, T.G., Lu L., O'Quinn, R., E.D. Salmon, E.D., **Magnuson, T.**, and Van Dyke, T. (2009). Aurora-A kinase is essential for bipolar spindle formation and early development. *Mol. Cell. Biol.* 29, 1059-1071.
42. Starmer, J. and **Magnuson, T.** (2009). A new model for random X chromosome inactivation. *Development* 136, 1-10.
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imprinting at Brb10. *EMBO J.* 27, 2523-2532.

45. Moy, S.S., Nadler, J.J., Young, N.B., Nonneman, R.J., Segall, S.K., Andrade, G.M., Crawley, J.N., **Magnuson, T.** (2008). Social approach & repetitive behavior in 11 inbred mouse strains. *Behav. Brain Res.* 19, 118-129.
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47. Chamberlain, S.J., Yee, D. and **Magnuson, T.** (2008). Polycomb repressive complex 2 is dispensable for maintenance of embryonic stem cell pluripotency. *Stem Cell* 26, 1496-1505.
48. Griffin, C.T., Brennan, J. and **Magnuson, T.** (2008). The chromatin-remodeling enzyme BRG1 plays an essential role in primitive erythropoiesis and vascular development. *Development* 135, 493-500.
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50. Alexander, M.K., Mlynarczyk-Evans, S., Royce-Tolland, M., Plocik, A., Kalantry, S., **Magnuson, T.** and Panning, B. (2007). Differences between homologous alleles of olfactory receptor genes require the polycomb group protein EED. *J. Cell. Biol.* 179, 269-276.
51. Ciavatta, D., Rogers, S. and **Magnuson, T.** (2007). Drosophila CTCF is required for *Fab-8* enhancer locking activity in S2 cells. *J. Mol. Biol.* 373, 233-239.
52. Bultman, S.J., Herschkowitz, J.I., Godfrey, V., Gebuhr, T.C., Yaniv, M., Perou, C.M. and **Magnuson, T.** (2007). Characterization of mammary tumors from *Brg1* heterozygous mice. *Oncogene* 27, 460-468.
53. John, S. and **Magnuson, T.** (2007). The 2007 Thomas Hunt Morgan Medal – Oliver Smithies. *Genetics* 175, 459-462.
54. Kalantry, S. and **Magnuson, T.** (2007). Epigenetic influences on gene expression pathways. In Principles of Developmental Genetics, Ed. Moody, S.A., Elsevier, Amsterdam, pp.92-113.
55. Committee on Guidelines for Human Embryonic Stem Cell Research, “2007 Amendments to The Guidelines for Human Embryonic Stem Cell Research”, *The National Research Council, Washington, D.C.*
56. Moy, S.S., Nadler, J.J., Young, N.B., Perez, A., Holloway, L.P., Barbaro, R.P., Barbaro, J.R., Wilson, L.M., Threadgill, D.W., Lauder, J.M., **Magnuson, T.R.**, Crawley, J.N. (2007). Mouse behavioral tasks relevant to autism: Phenotypes of ten inbred strains. *Behav. Brain Res.* 176, 4-20.
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63. Kalantry, S. and **Magnuson, T.** (2006). The polycomb group protein EED is dispensable for the initiation of random X-chromosome inactivation. *PLoS Genetics* 2 (5), 656-664.
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185. **Magnuson, T.**, Demsey, A., and Stackpole, C.W. (1977). Characterization of intercellular junctions in the preimplantation mouse embryo by freeze-fracture and thin-section electron microscopy. *Dev. Biol.* 61, 252-261.

Teaching Experience:

Developmental Genetics (Graduate School)
Core Curriculum in Molecular Biology (Graduate School)
Genetics (Medical School)
Embryology (Medical School)
Histology Labs (Medical School)

Postdoctoral Fellows:

1. 2013-date: Debashish Menon, Ph.D., Wayne State University
2. 2013-date: Yoichiro Shibata, Ph.D., Duke University
3. 2012-date: Jeese Raab, Ph.D., University of California at Santa Cruz.
4. 2011-date: Chuan-Wei Jang, Ph.D., M.D. Anderson Cancer Center.
5. 2010-date: Keriyan Smith, Ph.D., University of Georgia.
6. 2009-date: Weipeng Mu, Ph.D., Cornell University.
7. 2008-2013: Karl Sphargel, Ph.D., Case Western Reserve University. Present Position, Assistant Professor, Department of Genetics, UNC Chapel Hill.
8. 2008-2014: Mauro Calabrese, Ph.D., MIT. Present Position, Assistant Professor, Department of Pharmacology, UNC Chapel Hill.
9. 2008-2013: Joshua Mugford, Ph.D., Harvard University. Present Position: Biogen
10. 2008-2014: Michael Pholers, Ph.D., Humbolt University of Berlin. Present Position: Biotech, Germany
11. 2007-2012: Josh Stramer, Ph.D., North Carolina State University. Present Position: Assistant Professor, UNC Chapel Hill
12. 2006-2011: Andy Fedoriw, Ph.D., University of Pennsylvania. Present Position, GlaxoSmithKline.
13. 2008-2012: Yuna Kim, Ph.D. Duke University. Present Position: relocated to Korea
14. 2005-2012: Nick Osborne, Ph.D., University of California, San Francisco. Present position Cato Research.
15. 2002-2009: Sundeep Kalantry, Ph.D., Cornell University. Present position: Assistant Professor, Department of Human Genetics, University of Michigan.
16. 2003-2007: Stormy Chamberlain, Ph.D., University of Florida. Present position: Assistant Professor, University of Connecticut Medical Center.
17. 2003-2007: Jennifer Brenman, Ph.D., Duke University. Present position: Director of Research, Office of Research, School of Medicine, University of North Carolina.
18. 2001-2008: Jessica Nadler, Ph.D., Univ. of Washington, present position: Deloitte Consulting.
19. 2001-2008: Courtney Griffin, Ph.D., UCSF, present position: Associate Professor, Oklahoma Medical Research Foundation.
20. 1997-2005: Jaimie Rivera-Pérez, Ph.D., University of Texas, MD Anderson, present position: Associate Professor, Department of Cell Biology, University of Massachusetts.

21. 1999-2004: Yijing Chen, Ph.D., University of Wisconsin, Madison, present position: Associate Professor, Environmental Health Sciences, Kent State University.
22. 1999-2004: Jay Vivian, Ph.D., U. of Texas, MD Anderson, present position: Scientific Director – Transgenic Facility, University of Kansas Medical Center.
23. 1997-2003: Elizabeth Morin-Kensicki, Ph.D., University of Oregon, present position: Metabolome Inc. RTP.
24. 1995-2002: Scott Bultman, Ph.D., Oak Ridge National Labs, Present position: Associate Professor, University of North Carolina.
25. 1995-2000: Susan Kendall, Ph.D., University of Michigan, Present position: Health Sciences Librarian, Michigan State University.
26. 1996-2001: Patricia Green, Ph.D. UCLA, Present Position: Scientific writer
27. 1992-1998: Cindy Faust, Ph.D., Baylor College of Med. Present Position, at home parent.
28. 1992-1997: Armin Schumacher, M.D., Rheinisch-Westfälischen Technischen Hochschule, Aachen, FRG. Present Position: unknown.
29. 1994-1996: Shukti Chakravarti, Ph.D., University of Pittsburgh, Present Position: Professor, Department of Medicine, Johns Hopkins University.
30. 1990- 1996: David Threadgill, Ph.D., Texas A & M, Present Position: Professor and Director, Genome Sciences Institute, Texas A & M.
31. 1989- 1994: Henry Tomasiewicz, Ph.D., University of Colorado. Present Position: Molecular Biology Facility Manager, MFG Sciences Center, University of Wisconsin.
32. 1989-1994: Bernadette Holdener-Kenny, Ph.D., University of Illinois. Present Position, Professor, Depart of Biochemistry, State University of New York, Stony Brook.
33. 1988-1989: Carol Lin, Ph.D., Case Western Reserve University. Present Position: Director, Biotechnology Program, Columbia University.
34. 1985: Sylvain Debrot, Ph.D., University of Fribourg, Postdoctoral Fellow. Present Position, Professor and Deputy Dean of the Faculty of Science, University of Fribourg, Switzerland.
35. 1984-1987: Wendy Golden, Ph.D., Medical College of Virginia. Present position: Professor of Pediatrics & Director, Cytogenetics Lab, University of Virginia.

Graduate Students

A. Ph.D. Students

1. 2014-date: John Runge
2. 2010-date: Dan Serber
3. 2010-2013: Rex Williams, Present Position: Nuventra Pharma Sciences
4. 2008-2013: Jeff Gray, Present Position: North Carolina Fertility Clinic
5. 2006-2011: Lucy Williams, Ph.D., present position: Assistant Professor, UNC Chapel Hill
6. 2002-2007: Nathan Montgomery, Ph.D., present position: Assistant Professor, Pathology, UNC Chapel Hill
7. 1999-2003: Jesse Mager, Ph.D., present position-Associate Professor, University of Massachusetts, Amhurst
8. 1998-2002: Tom Gebuhr, P.h.D., present position-Staff Scientist, Novartis
9. 1998-2002: Dana Schwarz, M.D., Ph.D., present position: Emergency Medicine, Kaiser Medical Center, Vallejo, CA
10. 1996-2000: Jianbo Wang, Present position: Assistant Professor, University of Alabama Medical Center
11. 1992-1994: Andy Weng, Visiting Student from University of Chicago, Present Position, Assistant Professor, Brigham Women's Hospital, Boston
12. 1992-1997: Jim Thomas, Ph.D. Present position: Staff Scientist, Genome Technology Branch, National Human Genome Research Institute.
13. 1990-1995: Joe Rabinowitz, Ph.D., Present position: Assistant Professor, Thomas Jefferson

University

14. 1989-1992: Shyam Sharan, Ph.D., Present position: Head, Genetics of Cancer Susceptibility Section, Deputy Program Director, Center for Cancer Research NCI, Frederick.
15. 1986-1991: Lea Hiraoka, Ph.D. Present position: Michael Ht Sia, Inc.
16. 1986-1989: Lee Niswander, Ph.D. Present position: Professor, Colorado Health Sciences Center and Member, Howard Hughes Medical Institute

Professional Meetings/Invited Seminars:

2015

North Carolina Watauga Club, March 17, Chapel Hill
NIH Core Infrastructure Workshop, March 28, St. Louis
Hospital for Sick Kids Research Institute, Toronto, External Review April 27-29.
EMBO Embryonic Placental Interface Workshop, April 5-9, Gottingen, Germany
NIH Office of Research Infrastructure Program Workshop, June 7-9, Bethesda, MD
Roderick Lecture, July 20, The Jackson Laboratory
UC Davis Mouse Mutant Technology Symposium, Oct 13.
Rett Syndrome Research Trust Meeting, November 16-18, Boston, MA
Chair, External Review Committee of Genetics, Reproduction and Development Unit of CNRS/INSERM, Clermont-Ferrand, France.

2014

North Carolina State University, March 17
Lineberger Comprehensive Cancer Center Symposium, April 21-22
Damon Runyon Review, New York City, May 8-9
Rett workshop, UNC Chapel Hill May 12-13
Computational Genomics Workshop, Chapel Hill June 2-4
Society for Developmental Biology, Seattle, July 17-20, Invited Speaker
NIH Comparative Medicine Resource Director's meeting, Bethesda, July 11-14
Damon Runyon Retreat, September 30-October 1, Beverly, MA
Mouse Molecular Genetics Meeting, Asilomar, CA, October 1-3, Invited Speaker
University of Georgia, Genetics Department Seminar, November 19

2013

Dean's Special Seminar, Virginia Commonwealth Medical Center, January 9.
NIH Council of Council's presentation, Washington D.C., January 22.
UT Southwestern Seminar, March 12-13.
MMRRC 10th Annual Meeting, March 18-19.
NIEHS Stem Cell Symposium, invited speaker, April 11-12.
University of Kansas COBRE review, April 17.
University of Colorado Department of Biochemistry review, April 25-26.
Damon Runyon Review, New York City, May 10.
International Mammalian Genome Conference, Session Chair, Sept. 15-19, Salamanca, Spain
Damon Runyon Retreat, Sept. 19-Oct. 1, Beverly, MA
IOM RAC meeting, June 3-4, October 10-11 (Washington D.C., Irvine, CA).
IOM Induction and Annual Meeting, Washington D.C., October 20-21.
Damon Runyon Review, New York City, November 8.

2012

Life Sciences Research Foundation meeting, Princeton, Jan. 28.
Institute of Medicine meeting, San Francisco, Jan. 23-25.

Life Sciences Research Foundation, Princeton, Jan. 28.
Duke University Seminar, Developmental Biology Program, Feb. 15.
Institute of Medicine meeting, Irvine, CA April 9-11
Damon Runyon Foundation, New York City, May 4.
Institute of Medicine meeting, Washington DC, May 29-30.
Institute of Medicine meeting, Washington DC, June 28-29.
Gail Martin Symposium, San Francisco, July 13-14.
Celgene, New Jersey, Aug. 7.
Institute of Medicine meeting, Washington DC, Aug. 8-10.
Evolution of Model Disease Resources, NIH, Aug. 15-16.
UNC Genetics Retreat, Myrtle Beach, Sept 7-9.
CanEurCre meeting, Vancouver, Nov. 1.
Damon Runyon Foundation, New York, Nov. 8.
Genetics Editorial meeting, Berkeley, CA. Nov. 12.
CIRM meeting, Los Angeles, Dec. 12.

2011

CanEurCre Board Meeting, Vancouver, Nov. 3.
GENETICS Editorial Board Meeting, Toronto, Oct. 24.
Woods Hole Embryology Course: July 12-14.
Cold Spring Harbor Mouse Course: June 12-14.
MMRRC meeting, Bar Harbor, ME: May 4-7.
Cornell University Seminar: April 21.
Medical College of Wisconsin Seminar: March 30-April 1.

2010

Damon Runyon Postdoctoral Selection Committee, November 12.
Charles and Lois Epstein Visiting Professor, UCSF October 28.
International Selection Committee for the Franklin Institute's Bower Prize in Genomics, September 27.
MMRRC Curation Meeting, Bethesda, September 9.
Jackson Laboratory Board of Scientific Overseers, August 18-21.
Cold Spring Harbor Mouse Course – lecturer, June 5-7.
MMRRC satellite meeting, Bethesda, May 11.
Complex Trait Consortium meeting, Chicago, May 7.
UNC LCCC 34th annual symposium: Stem Cells and Cancer, April 28-29.
University of California, San Francisco Biomedical Sciences seminar, April 21.
Mouse Phenotyping Workshop, Toronto, April 8-9.
Columbia University, Department of Genetics Seminar, April 6.
Life Sciences Research Foundation Review Committee, Feb. 13.
Jackson Laboratory Board of Scientific Overseers, Feb. 8-10.
NCRR Council meeting, Bethesda, Invited Speaker, Jan. 26.

2009

Northwestern University, December 9.
University of Pittsburgh Biological Sciences, November 9.
International Mammalian Genome Society, San Diego, Invited speaker, November 1-4.
American Society for Nephrology, Epigenetics Conf., San Diego, Invited speaker, Oct. 27-28.
Mutant Mouse Regional Resource Center meeting, Bethesda, speaker, Oct. 15-16.
UNC Genetics Department Retreat, Organizer, September 25-27.

Jackson Laboratory Board of Scientific Overseers Meeting, August 11-15.
 National Academies Stem Cell Meeting, August 7.
 Marine Biological Laboratory, Woods Hole Embryology Course, Invited Lecturer, July 10-13.
 Cold Spring Harbor Mouse Embryology Course, Invited lecturer, June 5-9.
 Lineberger Comprehensive Cancer Center's 33rd Symposium, April 29-30.
 Skirball Institute, New York University, April 24.
 Washington University – Quad seminar, April 8.
 Roswell Park Cancer Center, March 26.
 Sloan-Kettering Institute, New York, March 5.
 Jackson Laboratory Board of Scientific Overseers Meeting, February 09-11.
 Cincinnati Children's Hospital, February 4.
 Baylor College of Medicine, January 23.

2008

Institute for Research in Immunology and Cancer, University of Montreal, Nov. 10.
 Janelia Farms Workshop on Chromatin and Pluripotency, Invited speaker, Oct. 5-8.
 3rd Annual Atlantic coast Chromatin Conference, Invited speaker, Chapel Hill, NC, Sept. 19.
 7th Annual UNC Genetics Retreat, Organizer, Atlantic Beach, NC. Sept 12-14.
 RTP Embryonic Stem Cell Oversight group, Raleigh, NC, Sept. 8.
 Jackson Laboratory Board of Scientific Overseers Meeting, Chair, Bar Harbor, ME, August 13-15.
 Induced Mutant Repository Advisory Board, Jackson Laboratory, Bar Harbor, ME, August 12.
 7th Annual Mount Desert Island Stem Cell Symposium, Bar Harbor, ME, August 8-9, invited speaker.
 Society for Developmental Biology Annual Meeting, Philadelphia, July 27-30.
 Marine Biological Laboratory, Embryology Course lecturer, July 17.
 Cold Spring Harbor Mouse Course, Invited Lecturer, June 8.
 Mouse Mutant Regional Resource Center Meeting, Bethesda, MD., speaker, May 22-23.
 Frontiers of Epigenetics, Genetics Society of England, Norwich, UK. May 10, Invited speaker.
 Kansas University Medical Center, May 1.
 National Human Genome Research Institute, April 24.
 Distinguished Lecture Series: NCI Frederick, March 21.
 UNC Pathology Grand Rounds, January 17.
 Genetics Society of America, San Diego, January 5-8.

2007

Stem Cell Program seminar, UC Irvine, December 12.
 Cell Biology Seminar, University of Massachusetts Medical Center, November 28.
 Jackson Laboratory Trustees meeting, Nov. 12.
 American Academy of Arts and Sciences, Induction. October 6.
 7th International Symposium on Organogenesis and Epigenetics, Keynote speaker, October 5.
 UNC Genetics Department Retreat, Asheville, NC. September 6-8.
 Eva Eicher Retirement Symposium, The Jackson Laboratory, Bar Harbor, ME. September 4-6.
 Keck Foundation, August 27.
 Jackson Laboratory, Board of Scientific Overseers, Bar Harbor, ME. August 15-18.
 National Academies stem cell meeting, August 13-14.
 Gordon Conference – Epigenetics, Plymouth, NH. August 5-10. Invited speaker.
 Building a Better Mouse II, Vanderbilt University, July 12-14. Invited Session Chair and Speaker.
 Cold Spring Harbor Mouse Course Lecturer, June 12.
 Cold Spring Harbor 25th Mouse Course Anniversary Symposium, June 9-10.
 Jackson Laboratory Trustees Meeting, May 24.
 Epigenetics Conference, EMBL Heidelberg, invited speaker, May 1-6.

NIDDK Cell and Developmental Biology seminar, NIH, May 19.
Pleiades Promoter Project meeting, Vancouver, May 12.
National Academies stem cell meeting, March 5-6.
ProNai Scientific meeting, Detroit, February 25-26.
Jackson Laboratory Trustees Meeting, February 15.
Developmental Biology Seminar, Vanderbilt University, February 12.
Frontiers in Biological Research Lecture, Stanford University, January 31.

2006

North Carolina House Select Stem Cell Research Committee, “Guidelines for Human Embryonic Stem Cell Research, December 13.
Jackson Laboratory Trustees meeting, November 16-17.
National Academy of Sciences: Intersection between emerging areas of human embryonic stem cell research and the NAS guidelines, November 7-8.
UNC Postdoctoral Services: Interview and Negotiating at a Research University, October 9.
Genetics Community Outreach, Chapel Hill. September 14-15.
Cold Spring Harbor Mouse Molecular Genetics, Invited Speaker, August 30 – September 2.
Jackson Laboratory Board of Scientific Overseers meeting, August 16-18.
International Society for Stem Cell Research, Toronto, June 28- July 1.
Federation of International Mouse Resource Centers, Japan. May 22-24.
Washington University Genetics Seminar, April 27.
Models of Human Cancer at the Edge of Discovery Symposium, Lineberger Comprehensive Cancer Center. Session Chair, April 24-25.
Cell & Developmental Biology Graduate Student seminar, Duke University, April 5.
John H. Blaffer Lecture, MD Anderson Cancer Center, March 21.
Jackson Laboratory Board of Scientific Overseers Meeting, February 13-14.

2005

Graduate Student Invited Speaker, Department of Cell and Developmental Biology, University of Pennsylvania, Dec. 12.
National Academies Stem Cell meeting, Bethesda. November 14.
Federation of International Mouse Resources/Mutant Mouse Regional Resource Centers Organizer, annual meeting, Bethesda, Oct 9-12.
Mouse Molecular Genetics, Heidelberg, Meeting Organizer, September 28-October 1.
Jackson Laboratory Board of Scientific Overseers meeting, August 17-19.
Society for Developmental Biology, Board of Trustees meeting organizer, San Francisco, July 27-30.
Cold Spring Harbor Molecular Embryology of the Mouse, Invited speaker, June 8-10.
Federation of International Mouse Resources, Rome, April 20-22.
NIH Knockout mouse project, Bethesda, Session organizer on ES cells and overview presenter, March 24-25.
25th Great Lakes Mammalian Development meeting, Toronto, Invited Speaker, March 6-7.

2004

National Academies of Sciences: Organizer and Session Chair- Forum on Working Guidelines for Human Embryonic Stem Cell Research, Washington D.C., October 12-13.
International Mouse Genome Meeting, Seattle, October 18-21.
University of Pittsburgh, Department of Biology, October 5.
Cold Spring Harbor Mouse Molecular Genetics, September 1-5.
Jackson Laboratory, 75th anniversary symposium, August.
American Heart Meeting, Stevenson Washington, invited speaker, July 16-18.

Cold Spring Harbor Mouse Course, June 20-24, 2004.
 Nathans McCusick Institute for Human Genetics, Johns Hopkins University, May 3.
 Lineberger Comprehensive Cancer Symposium on Epigenetics, Session Chair, April 20.
 MMRRC meeting, Bethesda, March 31-April 1.
 Genome Sciences Program, The University of Tennessee Health Sciences Center, Memphis, March 1.
 Cell and Dev. Biology Program, University of Colorado Health Sciences Center, February 18.
 Board of Scientific Overseers seminar, The Jackson Laboratory, February 12.
 University of Oregon Health Sciences University, January 5.

2003

Molecular Biology Society of Japan, Kobe, invited speaker, December 10-14.
 Emory University, Department of Human Genetics, November 17.
 Carolina Living Legends, invited speaker, November 10.
 Advances in Nanostructural Genomics, Jackson Labs, Oct. 15-18, invited speaker.
 UNC Genetics/Duke Cell Biology Joint Faculty Retreat, Pinehurst, NC, Oct 10-12.
 Banbury Conf.: Functional Annotation of the Mouse Genome, Session Chair, September 30-Oct 1.
 Mouse Molecular Genetics, EMBL Heidelberg, Conference Organizer Sept. 3-7.
 Society for Developmental Biology, Board of Trustees organizer, July 30-Aug 3.
 Stowers Research Institute, Kansas City, June 8.
 Fred Hutchinson Cancer Center, Seattle, January 13.

2002

University of Alabama at Birmingham, December 12.
 University of Georgia, December 4.
 Yale University, November 19.
 Case Western Reserve, PKD meeting, Oct. 24-25.
 Women in Science Panel Discussion, UNC-Chapel Hill, October 9.
 Cold Spring Harbor Mouse Course, June 22.
 Columbia University, May 6.
 Carolina Center for Genome Sciences, Inaugural Seminar Series, April 19.
 UCLA, Molecular, Cell and Developmental Biology, April 5.
 Lineberger Cancer Symposium: Development and Cancer, Invited Speaker, March 27-28.
 University of Tennessee, Genome Sciences Program, February 13.
 University of Pennsylvania, Cell and Developmental Biology, February 11.
 Cancer Genetics Program, UNC-Chapel Hill, January 22.
 Memorial Sloan-Kettering Cancer Center, January 11.
 Department of Medicine Retreat, UNC-Chapel Hill, January 8.

2001

University of Illinois at Chicago, November 20.
 North Carolina Medical Genetics Association Annual Meeting, Invited speaker, September 28.
 Mouse Models, Jackson Laboratory, Bar Harbor, Invited Speaker, August 1-5.
 Society for Developmental Biology 60th Annual Meeting, Seattle, WA, Board of Trustees, July 20-23.
 Workshop: Genes underlying ENU mutagenesis phenotypes, Great Falls, Montana, Invited speaker, July 12-15.
 Drug Development in a Genetically Informed Environment, Research Triangle Park, Conference Chair, June 15.
 The Stuart Stone Memorial Lecture, FASEB Conference on Thrombin and Vascular Medicine, Whitefish, Montana, June 9-14.
 Society for Develop. Biology, Southeast meeting, invited speaker and session chair, May 23-25.

Grand Rounds, Depart. of Pathology & Laboratory Medicine, UNC-Chapel Hill, May 3.
 Albert Einstein College of Medicine, April 24.
 Center for Gastrointestinal Biology and Disease Retreat, April 21.
 Center for Research on Chronic Illness, UNC-Chapel Hill, April 16.
 Genomics Symposium: Genes to Drugs for the 21st...or...22nd? Century, Invited speaker, Research Triangle Park, NC. April 12.
 Lineberger Comprehensive Cancer Symposium, Session Chair, Cancer Genetics, April 9-10.
 Department of Cell Biology, UNC at Chapel Hill, March 28.
 North Carolina Biotechnology Center, Research Triangle Park, March 26.
 Mini-Medical School presentation for the general public, UNC, March 15.
 Duke University, June 20.

2000

NIEHS, December 15.
 Kimmel Cancer Center, Jefferson University, November 20.
 Department of Biology, UNC at Chapel Hill, November 13.
 International Mammalian Genome Society, Narita, Japan, Invited Session Chair, Nov. 4-10.
 Controversies in Science: A Symposium for Journalism, North Carolina Association for Biomedical Research, Invited Panelist, October 26.
 Rotary Club of Greensboro, NC. October 18,. Invited speaker.
 Mutagenesis of the Mouse Genome, Athens, GA, Sept 6-9, invited speaker.
 UNC-Chapel Hill Perinatal Basic Science Symposium, September 6, Invited speaker.
 Animal Genomics Symposium, N.C. State, Raleigh, August 17-18, invited speaker.
 Cold Spring Harbor Mouse Course, June 21-25.
 ASPET Functional Genomics Symposium, Boston, June 4, invited speaker.
 Children's Hospital of Philadelphia, March 8-9.
 Pew Scholars Meeting, Puerto Vallarta, January 8-13.

1999

National Institute of Child Health and Human Development, NIH November 29.
 International Mammalian Genome Society, Invited Symp. Chair on Develop. Genetics, October 31-November 3.
 Case Western Reserve University, Department of Biology, September 27.
 University of Minnesota Medical Center, September 25.
 University of North Carolina, Chapel Hill, September 20.
 National Cancer Institute, Frederick Facility, September 10.
 Incyte, Palo Alto, CA, September 10.
 PPars meeting, Villar, Switzerland, Invited speaker, July 20-22.
 Cold Spring Harbor Laboratory Mouse Course, June 25.
 Society for Developmental Biology, Charlottesville, VA. Invited speaker, June 13-17.
 Director's Distinguished Scientist Seminar, The Jackson Laboratory, June 3.
 Vanderbilt University School of Medicine, May 3-4.
 Great Lakes Mammalian Development Conference, April 9-11.
 University of Florida, Center for Mammalian Genetics, Gainesville, March 17.
 University of California, San Francisco, University-wide seminar, January 20.
 The Carnegie Institute of Embryology, Baltimore, MD., January 11.

1998

Wexner Research Institute, Ohio State University, November 19.
 Parke Davis Laboratory for Molecular Genetics, Alameda, CA, October 30.

Moffitt Cancer Center, Tampa Florida, September 23.
 Mouse Molec. Genetics, Cold Spring Harbor, Invited Speaker and Session Chair, September 2-6.
 Cold Spring Harbor, New York, June 13.
 Parke-Davis Pharmaceuticals, Ann Arbor, Michigan, June 4.
 Cornell University Medical College, New York City, May 15.
 Amgen, Thousand Oaks, CA. April 30-May 1.
 Great Lakes Mammalian Development Meeting, Toronto, Canada, April 18-20.
 Keystone Conf, Vertebrate Develop. Invited speaker & session chair. Steamboat Springs, April 3-8.
 Mayo Clinic, Department of Biochemistry and Molecular Biology, March 24.
 Cornell University Genomics Initiative, March 12.
 Case Western Reserve University, Department of Genetics, February 23.
 Rammelkamp Research Institute, MetroHealth Systems, Cleveland, February 17.
 University of Chicago, Department of Human Genetics, January 26.
 Case Western Reserve University, Cell and Molecular Biology, January 14.
 Case Western Reserve University, Department of Pharmacology, January 13.

1997

Cornell University, Ithaca, Department of Genetics, December 8-9.
 Roswell Park, Institute Seminar, November 19-20.
 University of Washington, Seattle, Department of Genetics, November 12-13.
 Oak Ridge National Labs, Symposium in honor of 50 years of work by the Russell's, November 7,
 invited speaker.
 Washington University, St. Louis, Donald Shreffler Memorial Lecture, October 9-10.
 Weizmann Institute, Gene Targeting Workshop, Invited speaker, September 20-24.
 Duke University, Department of Genetics, September 17-18.
 NIDDK PKD Workshop, September 10-11, 1997, Arlington, VA, Invited speaker.
 M.D. Anderson Cancer Center, Houston, July 9.
 Cold Spring Harbor Laboratory, June 14.
 European Science Foundation: Workshop on "The Genetic Control of Vertebrate Development",
 Villefrance-sur-mer, France, April 29-May 4. Invited speaker.
 Pfizer lecture, Institute Research Clinical Medicine, University of Montreal, April 13-14.
 Great Lakes Mammalian Development Meeting, Toronto, Canada, April 10-13.
 Department of Molecular Genetics and Cell Biology, University of Chicago, April 10-12.
 Molec. Medicine Series, Depart. of Medicine, Case Western Reserve University, March 7.
 Hospital for Sick Children, Toronto, Developmental Biology Program, February 24.
 Duke University, Department of Genetics, February 11.
 Princeton University, Department of Molecular Biology, January 30.

1996

Department of Pathology, Case Western Reserve University, December 16.
 Department of Pharmacology, Case Western Reserve University, December 10.
 Baylor College of Medicine, Department of Human and Molecular Genetics, November 26.
 Skin Disease Research Symposium, Case Western Reserve University, November 15.
 Baton Rouge, LA Jr High School Students, "On Becoming a Scientist", November 10.
 American Society of Nephrology conference on Renal Developmental Biology, November 6-9,
 New Orleans. Keynote speaker "Frontiers in Developmental Biology".
 Cancer Center, Case Western Reserve University, October 18.
 University of Pittsburgh, Department of Biological Sciences, October 14.
 Sunflower Develop. Genetics Symposium, Kansas City. September 28-29, Invited speaker.

Banff 96: The 13th Rochester Trophoblast Conference and the Thomas G. Egmann Memorial Symposium on Reproductive Immunology, Invited speaker, September 8-12.
 North Carolina Workshop on Embryonic Stem Cells, Invited speaker, August 8.
 Society for Study of Reproduction, Knoxville, Invited speaker, July 27-30.
 American Society for Reproductive Immunology, Plenary speaker, June 27-30.
 Cold Spring Harbor Laboratory, June 15.
 Great Lakes Mammalian Development Conference, Toronto, April 12-14.
 Keystone Symposium: Vertebrate Embryogenesis, Hilton Head, Feb. 8-11.
 Cell and Molecular Biology, Case Western Reserve University, January 24.
 National Institutes of Health (NIDDK), January 18.

1995

University of California, San Francisco, December 18.
 Children's Hospital Research Foundation, Cincinnati, December 13.
 State University of New York at Stony Brook, December 7.
 Samuel Lunenfeld Research Institute, Mount Sinai Hospital, Toronto, November 29.
 Ninth International Workshop on the Mouse Genome, Ann Arbor, MI, November 12-15.
 Richard Akeson Memorial Lecture, University of Cincinnati, June 2.
 Pew Scholars Reunion Meeting, San Juan Puerto Rico, March 15-19.
 Cornell University Medical College, Cell Biology Program, March 6.
 University of Western Ontario, Molec. Biology Program, Feb. 9.
 University of Pennsylvania, Department of Biology, Feb. 2.
 Stanford University Medical Center, January 26.

1994

Cleveland Clinic Research Foundation, December 13.
 Columbia University, College of Physicians & Surgeons, Dec. 7.
 Vanderbilt University, November 14.
 Gordon Research Conference: Mammalian Gametogenesis and Embryogenesis, July 30 - August 5, Invited speaker.
 Serrano Symposium on Implantation, Boston, July 13-18, invited speaker.
 Teratology Society, Symposium: Molecular and Cellular Processes of the Pregastrulation Embryo, Invited Speaker, Puerto Rico, June 25-30.
 Digestive Disease Week, Symposium: Regulation of Signal Transduction by Tyrosine Kinases, Invited Speaker, New Orleans, May 15-18.
 American Cytogenetics Conference, Wintergreen, VA: April 17-23, Keynote speaker.
 Cleveland Clinic Research Foundation: March 18.
 Department of Energy, February 23.
 Cell and Molecular Biology, CWRU, January 26.
 University of Michigan, January 24.

1993

University of Kansas Medical Center, October 11.
 The Jackson Labs: June 15
 Ridge National Labs, August 23.
 University of Colorado, Dept. Cell, Molecular and Develop. Biology
 April 29: "Genetics of Early Embryo Survival in the Mouse"
 April 30: "Recent Advances in Mouse Developmental Genetics".
 Great Lakes Mammalian Development Conference, Toronto, 3/26-3/28/93.
 University of Chicago, Dept. Molecular Genetics and Cell Biology, Jan. 28-29.

1992

Sixth International Workshop on Mouse Genome Mapping, Buffalo, October 11-15.
8th Workshop on Molecular Genetics of the Mouse, Dourdan, France, September 7-11.
Roche Institute for Molecular Biology, April 22.
Cell and Molecular Biology Training Program, CWRU, April 15.
Great Lakes Mammalian Development Conference, Toronto, March, (invited speaker).

1991

Eli Lilly Co., Indianapolis, November 22.
University of Arizona, Tucson, Department of Cell and Molecular Biology, October 28-29.
Fifth International Workshop on Mouse Genome Mapping, The Netherlands Cancer Institute, Amsterdam, October 14-18.
Serono International Symposium "Preimplantation Embryo Development", Boston, August 15-18, Invited speaker and Chair of Session entitled 'Genetics of Embryo Development'.
Cornell University, Ithaca, May 6.
Case Western Reserve University, Dept. Biochemistry, May 3.
NIH Perinatal Emphasis Res. Centers Annual Meeting, Cleveland, April 22, invited speaker.
Pew Alumni Meeting, Grand Cayman Islands, 4/5-9/91, invited speaker.
Edison Animal Biotechnology Center, Ohio University, March 26.
Great Lakes Mammalian Development Conference, Toronto, March 22-24, invited speaker.
Case Western Reserve University, Dept. Pathology, Feb. 22.
Upjohn, Kalamazoo, Michigan, Feb. 18.

1990

NIH meeting "Transgenic Animal Model Resources", November, 13-14, invited speaker.
Cold Spring Harbor: Molecular Biology of the Mouse, Sept., Poster presentation.
Gordon Conf.: Mammal. Gametogenesis & Embryogenesis., July, 29- August, Invited speaker.
University of Minnesota, Institute of Human Genetics, May 3.
Case Western Reserve University, Dept. Pharmacology, April 27.
Great Lakes Mammalian Development Conference, Toronto, April, invited speaker.

1989

Institute for Developmental Research, Children's Hospital, Cincinnati, Nov. 19.
Session Chair: Markey Symposium: Frontiers in Developmental Genetics, Sept. 10.
Jackson Labs., "Mouse Develop. Genetics", Keynote speaker, Bar Harbor, September 14-17.
Great Lakes Mammalian Develop Conference, Toronto, May 5-7, invited speaker.
Edison Animal Biotechnology Center, Ohio University, April.
Pew Scholars Meeting, March 6-9, Ixtapa, Mexico, invited speaker.
UCLA Symposium, Transgenic Animals in Medicine & Agriculture, Taos, NM, January, 28-February, 3, invited speaker.

1988

Metro General Hospital, Cleveland, Topics in Basic Biological Sciences, December 7.
Department of Pediatrics, Grand Rounds, CWRU, October 6.
Cold Spring Harbor, "Molecular Biology of the Mouse," August, poster presentation.
Gordon Research Conference, July, 1988, Poster presentation.
Ontario Cancer Research Institute, Toronto, June 16.
Frederick Cancer Research Facility, National Cancer Inst. May 17.
CWRU Cancer Center Retreat, Invited Speaker, May 9.
Great Lakes Mammalian Development Conference, Toronto, March 26-27, Invited Speaker.

Pew Scholars Meeting, March 7-10, San Francisco, Invited speaker.
Cold Spring Harbor Winter Symposium, "Molecular Analysis of Mouse Development", Feb. 28-29, Invited Speaker.

1987

Amer. Soc. Cell Biol., St. Louis, Workshop: Mammalian Development, Nov. 16-20, Invited Speaker.
Case Western Reserve University, Dept. Microbiology and Molecular Biology, Nov. 11.
Ludwig Institute for Cancer Research, Montreal, April 9-10.
Pew Scholars Meeting, March 9-13, 1987, Tampa, Florida, Invited speaker.
Great Lakes Mammalian Development Conference, Toronto, March 7-8, invited speaker.
Northwestern University, February 19-20.

1986

University of Wyoming, December 5-8.
Gordon Research Conference, August, Poster Presentation.
March of Dimes Symposium, St. Petersburg, May 1-2, invited speaker.
Pew Scholars Meeting, March 12-15, Phoenix, Invited speaker.
Case Western Reserve University, Dept. Biol., February 20.

1985

Amer. Soc. Cell Biol., Atlanta, Workshop: Biology of Preimplantation Development, November, Invited speaker.
University of Cincinnati, November 12-13.
In vitro Fertilization & Embryo Culture, Univ. of Wisconsin, August 20-24, invited speaker.
Midwest Regional Develop. Biol. Conf., May 16-18, Invited Speaker.
NIH Workshop: Genetics of Mammalian Embryogenesis, April 25-27, Invited Speaker.

1984

European Develop. Biol. Congress, September, 2-7, Invited speaker.
Gordon Research Conference, August 20-24, Invited speaker.

Patents

US Patent Number 6835867
Issue date: December 28, 2004
Allelic series of genomic modifications in cells

US Patent Number 6080910
Issue date: June 27, 2000
Transgenic knockout animals lacking IgG3

Grants:

A. *Present Funding* (Direct costs listed)

2U42OD010924-16 (T. Magnuson) 09/30/1999-02/28/2020
NIH \$1,399,761

A Carolina Center to Characterize and Maintain Mutant Mice
To meet future demands for MMRRC services and improve upon existing technologies, this project aims to streamline procedures to import, archive and distribute genetically modified mouse strains.

Role: PI

5R01GM101974-27 (T. Magnuson) 12/01/1989-03/31/2016
NIH/NIGMS \$361,103

Albino Deletion Complex and Early Mouse Development

Many human diseases are the result of incorrect interpretation of genome sequence due to abnormalities in the structure of chromatin that packages DNA in the nucleus (epigenetics). Studies on chromatin remodeling proteins and non-coding RNAs have demonstrated their ability to disrupt histone-DNA contacts and reposition nucleosomes. Consequently, these complexes are critical in regulating global gene expression. Genetic experiments that elucidate the biological specificity of these proteins and non-coding RNAs, along with the abnormal outcomes associated with disease states when inappropriately expressed, ultimately may lead to targeted epigenetic disease treatments.

Role: PI

Competitive Renewal Reviewed October 2015 and scored 10% - funding decision waiting for January, 2016 Council.

5R01HD036655-16 (T. Magnuson) 01/01/1999-04/30/2019
NIH/NICHHD \$307,514

Developmental Gene Regulation via Chromatin Remodeling

Progression through developmental stages requires complex interactions of transcription factors and regulatory elements to achieve correct temporal and spatial patterns of requisite gene expression. Biochemical and genetic studies have implicated epigenetic modifications of chromatin structure as an important mechanism in regulation of gene transcription. Alteration of nucleosome conformation and/or position (termed chromatin remodeling) within gene regulatory elements serves to promote or restrict gene expression through regulating accessibility of trans-acting transcription factors.

Role: PI

5P30CA016086-39 (N. Sharpless) 06/01/1997-11/30/2015
NIH/NCI \$4,587,892

Cancer Center Core Support Grant

To provide advice on the Center's continued scientific and intellectual development and strategic planning, including program priorities, recruitment, core facilities and use of developmental funds; develop and promote individual and collaborative research projects, especially translational research; and serve as senior scientific advisor and mentor for program members.

Role: Program Leader for Cancer Genetics

5UL1TR001111-02 (J. Buse) 09/26/2013-04/30/2018
NIH \$7,324,022

North Carolina Translational & Clinical Sciences Institute (NC TRaCS)

The Clinical and Translational Science Awards (CTSAs) program creates a definable academic home for clinical and translational research. CTSA institutions work to transform the local, regional, and national environment to increase the efficiency and speed of clinical and translational research across the country.

The CTSA Consortium has five Strategic Goals to enhance: 1) National Clinical and Translational Research

Capability, 2) Training and Career Development of Clinical and Translational Scientists, 3) Consortium-Wide Collaborations, 4) the Health of our Communities and the Nation, and 5) T1 Translational Research.

Role: Program Leader for Translational Technologies

1R01GM105785-02 (W. Sun) 05/15/2014-04/30/2018

NIH/NIGMS \$250,009

Statistical Methods for RNA-seq Data Analysis

This research project aims to overcome limitations of gene expression microarrays and the natural variation of gene expression across tissues or developmental stages by joint study of germline DNA polymorphisms and allele-specific expression (ASE) obtained from RNA-seq data. More specifically, we will study the genetic basis of ASE in both normal and tumor tissues, dissect genetic and parent-of-origin effects on ASE in human cell lines, and identify genes that escape X inactivation in both mouse reciprocal cross and human cell lines.

Role: Co-Investigator

5046877 (B. Philpot) 02/01/2013-01/31/2016

Rett Syndrome Research Trust \$776,992

A Chemical Genetic Approach for Activating the Dormant Gene Associated with Rett

This project proposes a drug screen to identify compounds that can unsilence the dormant MeCP2 gene copy in brain cells (neurons), with the expectation that this will restore proper function of MeCP2 in these neurons and lead to a breakthrough treatment for individuals with Rett syndrome.

Role: Investigator

Not Assigned (T. Magnuson/F. Pardo Manuel de Villena) 01/01/2015-01/14/2016

Rett Syndrome Research Trust \$229,547

Systems Genetics Approach toward Understanding Regulation of MeCP2 Expression

Role: Co-PI

B. Past Funding

R01-HD58341, AARA funding, years 1-2, Magnuson (PI), Project dates: 08/01/2009-07/31/2011,

Agency: NICHD \$367,352 per year Total Costs, Title: SWI/SNF and Yolk Sac Development

NIH T32 Magnuson (PI); Project Dates: 07/01/05 – 06/30/10; Agency: NICHD \$321,444 Direct

Costs Title: UNC Developmental Biology Training Program (transferred grant to Dr. Vicki Bautch)

U54 MH66418. Magnuson (PI project IV), Project Dates: 10/1/02-9/30/07. Agency: NIMH

\$200,659 per year direct costs for project IV. Center Title: Gene-Brain-Behavior

Relationships in Autism/ Project IV Title: Gene Dissection of Autism-Related Behaviors in Mice

R01-HD41383 Magnuson (PI), Project Dates: 01/01/02 – 12/30/07

Agency: NICHD \$1.25M Total direct costs. Title: Allelic Series of Genomic Modifications in ES Cells

RR017762-01 Magnuson, T. (PI), Agency: NIH, Project dates: 04/01/03-03/31/04, \$272,757

Current year direct costs, Title: SpectruMedix 9610 Mutation Discovery System, Purpose: Equipment Grant

CCR420912 Magnuson, T. (PI), Agency: Center for Disease Control

Project Dates: 09/30/01-9/29/02, \$809,868 Direct costs, Title: Animal Modeling of

Human Susceptibility to Complex Disease. Purpose: Equipment Grant

NIH P50: Pathophysiology of Recessive Polycystic Kidney Disease, PI. Ellis Avner 9/30/99-

9/29/04, Project 2: PI, T. Magnuson, Cellular Signaling Pathways in ARPKD, Total Direct Costs: \$60,000

NIH R01 HD26722, Role of Egfr Receptor in Mammalian Development P.I., Terry Magnuson,

July 1, 1990 - June 30, 1996, \$850,323 total direct costs, July 1, 1996 - June 30, 2002,

\$965,180 total direct costs.

NIH T32 HD07104, Training in Abnormal and Normal Development P.I. Terry Magnuson 7/1/97 - 6/30/01 \$1,154,754 total direct costs.

NIH PO1 NS32779, Genetic Approaches to Analysis of the Nervous System 5/1/95-4/10/00
SubProject 3: \$544,801 total direct costs. Gene Targeting Core: \$712,080 total costs

Human Frontiers: Molecular basis of an imprinting center in man and mouse. (Research Consortium, B. Horsthemke (Germany), H. Ceder (Israel), R. Nicholls (USA), T. Magnuson (USA). July 1, 1995 – June 30, 1998, \$60,000 direct costs to T. Magnuson

March of Dimes, Embryology of Developmental Mutants, P.I. Terry Magnuson
June 1, 2000-May 31, 2002, \$72,000 total direct costs.
June 1, 1998-May 31, 2000, \$72,000 total direct costs.
July 1, 1995-June 30, 1997, \$72,000 total direct costs.
July 1, 1993-June 30, 1995, \$72,000 total direct costs.
July 1, 1991-June 30, 1993, \$70,000 total direct costs.
July 1, 1989-June 30, 1991, \$77,000 total direct costs.

NIH R01, Role of IgG subclass in anti-polysaccharide antibody function: Molecular approach, 4/92 - 3/96, \$620,000 total direct costs. (P.I. John Schreiber, Co-P.I. Terry Magnuson, 10% effort)

Ohio Edison Project, Animal Models of Human Diseases, 1988-1993 total direct costs: \$175,000.

NIH Center Grant: NEOMAC (PI: R. Moskowitz), Sub Project: Transgenic Mice (PI: T. Magnuson), November, 1987-December, 1990. \$101,502 total direct costs.

NIH R01, Oligosyndactyly: A mutation Affecting development. July, 1985-June, 1989, \$400,470 total direct costs.

March of Dimes, Basil O'Connor, 7/85-6/87, \$50,000 total direct costs

Pew Scholars Award, \$200,000, June 1, 1985-May 31, 1989.

Biomedical Research Support Grant, CWRU, \$10,000 (1986)

NIH, New Investigator Award, \$107,000, July, 1982-June, 1985

Professional Service:

Societies:

AAAS, Genetics Society of America, Society for Developmental Biology

Editorial Boards:

Senior Editor, *Genetics*, 2009-date
Board of Reviewing Editors, *Science Signaling*, 2009-date
Associate Editor, *Genetics*, 2006-2009
co-Editor-in-Chief, *-genesis: The Journal of Genetics and Development*, 2000-2009.
Mammalian Genome, 1995-2010
Development, 1986-1993, 1999-2013
Guest Editor: "Vertebrate Gastrulation & Axial Patterning", *Develop Genetics*, July, 1995
CRC Yearbook in Developmental Biology, 1987-1991

Departmental/University Service:

1. University of North Carolina:

Board of Directors, Carolina Research Venture Fund (2015-date).
Carolina Value Solution Team Member (2015-date)
Member, UNC Select Agent Communications Task Force (2014-date)
Member, Search Committee for Senior Vice President for Academic Affairs for the UNC system.

Member, UNC School of Medicine IT Task Force and committee (2013-date).

Member, Information Services Oversight Committee for UNC Health Care (2012-date)

Member Search Committee for Assistant Vice Chancellor for Research Computing, UNC Chapel Hill (2012)

Member, UNC Industry Task force (2011-2013).

Morehead Planetarium and Science Center – Faculty Advisory Council (2011-date).

Member, Provost’s Task Force on Data Storage (2011-2012).

UNC’s CTSA Executive Committee (2010-date).

co-Chair, Search Committee for Director of the Offices of Sponsored Research, UNC Chapel Hill (2010-2011).

Member, UNC Health Care Leadership Team (2010-date)

Member, Selection Committee for UNC Berryhill Lecturer (2008-date).

Member, Search Committee for Vice Chancellor for Research, UNC Chapel Hill (2010-2011).

Neuroscience Center Five-Year Review Committee (2010).

Chair, Five-Year Review Committee for UNC Institute of Applied Material Sciences (2009).

Chair, Coordinating Committee for University Research Computing (2009-date).

Chair, Genetics and Genomics University Cancer Research Fund theme team (2008-date).

Chair, Search Committee for Assistant Chancellor for Research Computing (2008).

Chair, Provost’s Task Force on Research Computing (2008).

Member, Search Committee for Director of the Biomedical Ethics Center, UNC (2008).

Founding Chair, UNC Embryonic Stem Cell Research Oversight Committee (ESCRO), 2006-2014

Member, Dean’s Grant Review Committee for “Investments for the Future”

Member, Dean’s Committee on Health System and School of Medicine Master Plan, School of Medicine, 2006-2007.

Chair, Search Committee for Department of Biochemistry and Biophysics Chair, 2006.

Chair, Five year review of Department of Cell and Developmental Biology Chair, Fall, 2005.

School of Medicine: Strategic Planning Taskforce on Research, Spring, 2005.

Dean’s committee on 1% withhold, 2004-2005.

UNC Health Care System Strategic Task Force Summer/Fall, 2004.

Five-year review of Neuroscience Centre Director, Summer 2004.

Planning Committee for new Genome Sciences Building, College of Arts and Sciences, 2004-

Planning Committee for new Genetic Medicine Building, School of Medicine 2002-present.

Member, President’s Search committee for Dean School of Medicine, CEO UNC Health Care, and Vice Chancellor for Medical Affairs 2003-2004.

Member, Advisory Board: Center for Complementary and Alternative Medicine, UNC –Chapel Hill, 2003-date.

Member, Advisory Committee to develop initial plans for Carolina North (UNC’s new northern campus).

Judge, John B. Graham Student Research Day - 2003, 2005.

Member, Task Force Committee for UNC-CH/NC State joint Department for Biomedical Engineering, Spring, 2002.

Member, Five-year review committee for UNC Gene Therapy Center, 2/2002.

Committee to select School of Medicine’s nominations for University Distinguished Professorships, Fall, 2001, 2005.

Member of Search committee for Director of the Division of Laboratory Animal Medicine, 2001, 2003.

Oversight committee for NIH Mouse Mutant Resource facility, 2000 to date.

Faculty Director, Animal Models Core facility, 2001-2002.

Oversight committee for Microarray facility, Sequencing facility, Genotyping facility: 2000 to date.

Chair of Genetics faculty search committee: 2000 – 2006.
 Member of Genomics faculty search committees: 2000 – 2006.
 Member of Internal Advisory Board for “CF Therapeutic Targets Program” 2001 to date.
 Member, Program Planning Committee, Lineberger Comprehensive Cancer Center 2001-date.
 MSTP Admissions Committee, 2000-date.
 Member, Cardiovascular Search Committee, Department of Medicine, Fall, 2000.
 Member of Internal Advisory Board for the North Carolina Mental Retardation and Developmental Disabilities Research Center, July, 2000 to date.
 Member of Internal Advisory Board for Center of Excellence in Gene Therapy for Pulmonary and Hematologic Disorders, July, 2000 to date.

2. Case Western Reserve University

Search Committee for Director, Animal Resource Center, CWRU, Spring, 2000.
 Search Committee for Vice Chair for Research, Pediatrics, CWRU. Spring, 1999.
 Chair, Search Committee for Developmental Geneticist, Fall, 1998.
 School of Medicine, Promotion and Tenure Committee, 1996-1999.
 Committee to review MS program in Genetic Counseling, December, 1997.
 Genetics Training Grant Steering Committee, 1996-2000.
 Genetics Training Grant, Ghostwriter, May, 1995.
 Department of Genetics Steering Committee, 1994-2000.
 Department of Genetics Second Year Graduate Review Committee, Fall, 1994.
 Chair, Search Committee for Mouse Developmental Geneticist, Spring, 1994.
 CWRU/CCF joint committee to review incorporation of Cleveland Clinic Faculty into CWRU graduate program: Spring, 1994.
 Committee to review MS program in Biomedical Ethics: March, 1994.
 Member of Pharmacology Training Program, 1992-2000.
 University Review Committee for Searle’s Scholars Candidate: 1992.
 University Review Committee for Pew Scholars Candidate: 1991, 1992.
 Genetics Tenure and Promotions Committee: 1990-1994.
 Acting Chairman, Department of Genetics: 1990-1992.
 Search Committee for Genetics Chairperson: 1990-1992
 Advisory Committee, Center for Inherited Disorders of Energy Metabolism, 1990-1992.
 Director, Genetics Transgenic Facility, 1988-2000.
 Organizer, Genetics Department Seminars: 1986-1988.
 Organizer, Genetics Department Retreats: 1985, 1986, 1991.
 Cell and Molec. Biol. Training Grant Steering Committee, 1990-2000.
 Developmental Biology Training Grant Steering Committee, 1990-2000.
 School of Medicine Committee: Equity in Professional Affairs, 1990-1991.
 Departmental Committee on Equity in Professional Affairs, 1989-1992.
 University Lecture Committee, 1988-1992.
 University Animal Users Committee, 1989-2000.
 Biomedical Scientist Training Program Committee, Member of Planning Committee, Genetics Representative on Admissions Committee, 1988 – 1990, 1992 – 1998.
 Year I Comprehensive Exam Committee: Cell & Develop. Biol. 1985-1993.
 Subject Committee Chairperson, Cell and Developmental Biology Committee, 1985-1992.
 Genetics Graduate Committee, 1984 -1990 (chairman, 1988-1990), 1992-1994, 1996-1998.

Professional Service outside University:

2015: Chair, External Review for Laboratory of Genetics, Reproduction and Development, INSERM-CNRS, University of Clermont-Ferrand, France

2015 – date: Institute of Medicine Committee on the State of the Science in Ovarian Cancer Research

2015: External Review, University of Michigan School of Medicine

2015: External Review, Hospital for Sick Kids Developmental Biology Program

2015: External Review, University of Michigan Department of Genetics

2013 - date: Member, NIH Council of Councils

2013: Institute of Medicine Committee on the Independent Review and Assessment of the Activities of the NIH Recombinant DNA Advisory Committee (RAC)

2013 – date: FASEB Science Policy Committee – Genetics Society of America Representative

2013: University of Colorado Biochemistry Department Review

2012-date: Board of Directors, Triangle Universities Center for Advance Studies, Research Triangle Park, NC

2011-2012: Vice-Chair, Institute of Medicine Committee on Review of the California Institute for Regenerative Medicine.

2011-2014: Damon Runyon Fellowship Review Committee (Chair 2013-2014).

2011-date: Board of Directors, David Murdoch Research Institute.

2011-2013: Chair, Scientific Advisory Board, CanEurCre, Genome Canada.

2010: Member of the International Selection Committee for the Franklin Institute's Bower Prize in Genomics.

2010-2011: Search Committee member for the CEO/Director of the Jackson Laboratory.

2009-date: Senior Editor, *Genetics*.

2009-date: Stem Cell Working Group of the Advisory Committee for the Director of NIH.

2008-2013: COBRE advisory committee, Kansas University Medical Center.

2007-date: Life Sciences Research Foundation, Peer Review Committee.

2006-2009: National Academies Human Embryonic Stem Cell Research Advisory Committee.

2006-date: External Advisory Committee, Cornell University Center for Vertebrate Genomics.

2004-2005: National Academies Committee on Establishing Guidelines for Human Embryonic Stem Cell Research (resulted in published guidelines adopted by most research universities in this country and elsewhere).

2005-2009: Scientific Advisory Board, Pleiades Promoter Project, Genome Canada.

2004-2007: Scientific Advisory Board, ProNAi, Inc.

2004-2009: Advisory Board for the Induced Mutant Resource of the Jackson Laboratory.

2004-2006: Elected member of the Board of Directors, The Genetics Society of America.

2004-2007: Finance Committee, The Genetics Society of America.

2005-2009: Associate Editor, *Genetics*.

2005-2010: Member, Board of Trustees of The Jackson Laboratory.

2003-2010: Board of Scientific Overseers (2005-2010: Chair), The Jackson Laboratory.

2002-2005: Organizing Committee for Mouse Molecular Genetics Meetings, alternating between Cold Spring Harbor and Heidelberg.

2002-2003: North Carolina Department of Health and Human Services task force on Genomics and Public Health.

2001-2004: Mouse Genome Database oversight committee.

2001-2011: Board of Directors, PPD Inc.

2001-date: Internal Coordinating Committee, NIH Mouse Mutant Regional Resource Centers.

2000- 2006: NIH External Advisory panel for NICHD Mouse Mutagenesis Programs.

2000- 2006: Elected Member of the Board of Directors, The Society for Developmental Biology.

2000, 2001: Ad Hoc Member of Council, National Institute of Child Health and Human Development.

2000: External Advisor for Developmental Biology Program at Children's Hospital of Philadelphia.

1999-2001: Elected Member of the Secretariat of the International Mammalian Genome Society.

1999: Scientific Advisor: UCSF/UC Berkeley mutagenesis program.
 1998: Scientific Advisor, Moffitt Cancer Center, Tampa, Florida.
 1998-1999: External Advisory Committee, Roswell Park Cancer Center.
 1998: External Advisor, Genetics Program, Northwestern University Medical School.
 1997-1998: co-Director, Cold Spring Harbor course *Molecular Embryology of the Mouse*.
 1995-1996: co-Instructor, Cold Spring Harbor course *Molecular Embryology of the Mouse*.
 1995-2000: External Advisory Committee, Reproductive Center, University of Kansas Medical Center.
 1994-2000: Member, Research Allocations Committee, American Heart Association, Ohio Affiliate.
 1993- 1998: External Advisory Committee, Gene Therapy Center, University of California, San Francisco, P.I.: Y.W. Kan.
 1991-1993: Mouse Chromosome 7 Committee (co-chair, 1992-1993).
 1989: NIH Advisory Committee: Mouse Genome Initiative.

Review Panels:

Damon Runyon Fellowship Review Committee, 2011-2014.
 Life Sciences Research Foundation, Peer Review Committee, 2007-date.
 National Human Genome Research Institute - Genetic Disease Research Branch site visit committee, September 19-20, 2006.
 National Human Genome Research Institute, Special Emphasis Panel (Chair), Mouse Knockout Lines and Related Phenotypic Data. June 16, 2005.
 Ad Hoc reviewer for March of Dimes, National Science Foundation, Medical Research Council of Canada, Human Frontier Science Program, Netherlands Research Council, Wellcome Trust, BBS Research Council-United Kingdom.
 Intramural review, National Institute of Mental Health, Unit on Neurogenetics, February 27, 1996.
 Study section for predoctoral/postdoctoral training grants in genetics. The study section met three times a year in Bethesda. In addition, some programs were site visited. The site visits in which I was involved:
 --Yale University, Postdoctoral, 10/97.
 --University of Wisconsin, Predoctoral, 5/95.
 --University of Colorado, Boulder, Predoctoral, 9/94, Chairman.
 --Cornell University, Ithaca, Predoctoral, 9/94.
 --University of California, Berkeley, 5/94, Chairman.
 --University of California, Irvine, Predoctoral, 5/94.
 --Stanford University, Predoctoral, 10/93, Chairman.
 --Harvard University, Postdoctoral, 6/93, Chairman.
 --Washington University, Predoctoral, 10/92, Chairman.
 --Rockefeller University, Predoctoral, 10/92.
 --University of Michigan, Predoctoral, 5/91, Chairman.
 --University of Minnesota, Predoctoral, 10/91, Chairman.
 --North Carolina State University, Predoctoral, 9/91, Chairman.
 --University of Wisconsin, Postdoctoral, 5/91.
 --University of Washington, Seattle, Postdoctoral, 5/91.
 --University of California, San Francisco, Predoctoral, 9/90.
 --University of Wisconsin, Predoctoral, 5/90.
 NIH Study Section: Genetic Basis of Disease 1990-1995 (Chair, June 1993 to June 1995).
 DOE external review team: Genomic Instability Program, Laboratory of Radiobiology, University of California, San Francisco, March 13, 1995.
 NIH Study Section: "Predoctoral fellowships for minority graduate students", July 7-9, 1993.

NIH review team, Controlling Mechanisms in Mammalian Reproduction, Wistar Inst. & Univ. of Pennsylvania, Sept. 29, 1993.

NIH site visit team, Thomas Jefferson Cancer Institute Program Project Virology and Cancer Genetics, July 22-24, 1992.

NIH Director's Meeting with IRG Chairpersons, invited participant, Bethesda, January 17, 1991.

NIH Study Section: RFA entitled "Predoctoral fellowships for minority graduate students", July 15-17, 1991.

NIH Study Section: Ad Hoc Member, Population Research Council, March 7-8, 1991.

NIH Site visit team, University of Wisconsin Reproductive Biology Center, November 1-2, 1990.

NIH Study Section: Ad Hoc Member, Mammalian Genetics, 6/14-6/16, 1990.

NIH Study Section: RFA on Role of Proto-oncogenes in Mammalian Develop, February 6, 1990.

NIH site visit team, University of Connecticut Health Center Program Project Grant "Craniofacial Development: Genetic Regulation", January 29-30, 1990.

NIH site visit team, University of California, San Francisco Program Project Grant "Biology of the Implanting Embryo", November 3-4, 1989.

NIH site visit team, Princeton Program Project Grant "Molecular Genetics of Gametogenesis and Embryogenesis", April 5-7, 1989.

NIH Study Section: RFA on Genetics of Cell Lineages during Mammalian Development, November 21, 1988.

NIH Study Section: RFA on Genetic Approaches for Studying Gametogenesis, October 22-23, 1987.

NIH site visit team, Wistar Inst. Program Project Grant "Controlling mechanisms in mammalian reproduction & early development", April 22-24, 1987.

Ad Hoc reviewer:

Nature, Science, Cell, Current Biology, Development, Nature Genetics, Nature Cell Biology, PNAS, Dev. Cell, Molec. Cell, Genes & Development, PLoS Genetics, PLoS Biology, Genetics, EMBO Journal, Human Molecular Genetics, Developmental Biology, Biology of Reproduction, Genomics, Developmental Dynamics, Developmental Genetics, BioEssays, Gene

Conference Organizer:

- MMRRC 10th Annual Meeting, March 18-19, 2013, Chapel Hill, NC.
- 20th International Congress of Genetics, July 12-17, 2008, member – organizing committee.
- Genetics Society of America, "Model Systems and Human Disease" San Diego, Jan. 2006.
- Organizer: Federation of International Mouse Resources/Mutant Mouse Regional Resource Centers annual meeting, Bethesda, Oct 9-12, 2005.
- Frontiers in Genetics and Medicine, UNC, December 2004.
- Mouse Molecular Genetics:
 - EMBL, Heidelberg, September 2005.
 - Cold Spring Harbor Laboratory, September 2004.
 - EMBL, Heidelberg September 2003.
 - Cold Spring Harbor Laboratory, August 2002.
- 2002 UNC Faculty Retreat: Social Genomics.
- Society for Developmental Biology Southeast meeting, May 23-25, 2001.
- 2001 UNC Faculty Retreat: Computational meets Experimental Science.
- 50 year celebration of the UNC-Medical Center, April, 2002.
- Pew Scholars Alumni Meeting, Puerto Vallarta, Mexico, January 2, 2000.
- Developmental Biology Retreat, Case Western Reserve University, 1998, 1999.
- Pew Scholars Alumni Meeting, Puerto Rico, March 15-20, 1995.
- "Development of Transgenic Animal Resources", NIH, Bethesda, MD, November 13-14, 1990.

- "Model Systems for Studying Development", Markey Center for Developmental Genetics
Symposium, Case Western Reserve University, October, 5-7, 1989.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

CAROL L. FOLT
Chancellor

103 SOUTH BUILDING
CAMPUS BOX 9100
CHAPEL HILL, NC 27599

T 919.962.1365
F 919.962.1647
carol.folt@unc.edu

Mail Ballot

Board of Trustees

February 18, 2016

Attached for your review and approval is a memo concerning the terms of appointment and compensation for Terry Magnuson as Vice Chancellor for Research. This mail ballot will be approved as part of the Consent Agenda at the Full Board meeting on Thursday, March 24, 2016.

The undersigned votes as follows with respect to the recommendation proposed in Chancellor Folt's memorandum dated February 18, 2016.

	Approve	Disapprove
Appointment and compensation for Terry Magnuson as Vice Chancellor for Research	<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 February 18, 2016 by: Dwight Stone, Haywood Cochrane, Chuck Duckett, Lowry Caudill, Julia Grumbles, Kelly Hopkins, Bill Keyes, Allie Ray McCullen, Ed McMahan, Hari Nath, and Houston Summers.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

ATTACHMENT B

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

MEMORANDUM

TO: Members of the Board of Trustees
FROM: Carol L. Folt
RE: Mail Ballot
DATE: February 26, 2016

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
February 25, 2016

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	Health Affairs	Kevin Brown	Otolaryngology/HNS	Clinical Associate Professor	Associate Professor		2/26/2016	\$262,500.00
2	Health Affairs	Pengda Liu	Biochemistry & Biophysics	Nominated Research Assistant Professor	Assistant Professor		3/1/2016	\$110,000.00
3	Health Affairs	Robert McGinty	Eshelman School of Pharmacy	N/A	Assistant Professor		7/1/2016	\$120,000.00
4	Health Affairs	Patricia Miguez	Operative Dentistry	Nominated Clinical Assistant Professor	Assistant Professor		3/1/2016	\$125,000.00
5	Health Affairs	Hudson Santos	Nursing	Nominated Research Assistant Professor	Assistant Professor		3/1/2016	\$80,000.00
6	Health Affairs	Rishma Shah	Orthodontics	N/A	Assistant Professor		7/1/2016	\$167,000.00
Addition of Joint Appointment without Tenure								
0								
Promotion to Full Professor								
1	Health Affairs	Eric Elbogen	Psychiatry	Associate Professor	Professor		4/1/2016	\$131,670.00
2	Academic Affairs	Eileen Parsons	School of Education	Associate Professor	Professor		7/1/2016	\$91,993.00
3	Health Affairs	David Wohl	Medicine	Associate Professor	Professor		3/1/2016	\$229,752.00
Reappointment to the same Rank								
1	Health Affairs	Michael Emanuele	Pharmacology	Assistant Professor	Assistant Professor		3/1/2017	\$111,180.00
2	Health Affairs	Juan Song	Pharmacology	Assistant Professor	Assistant Professor		9/1/2017	\$110,150.00
3	Academic Affairs	Kathleen Thomas	School of Law	Assistant Professor	Assistant Professor		7/1/2017	\$130,000.00
Designation/Reappointment to Departmental Chair								
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Designation/Reappointment to Distinguished Professorship								
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Actions Conferring Tenure								
Promotion Conferring Tenure								
1	Academic Affairs	John Coyle	Law	Assistant Professor	Associate Professor	Promotion based on scholarly competence with promise of continued substantial contributions to the discipline	7/1/2016	\$137,026.00
2	Academic Affairs	Catherine Kim	Law	Assistant Professor	Associate Professor	Promotion based on scholarly competence with promise of continued substantial contributions to the discipline	7/1/2016	\$134,526.00
3	Health Affairs	Michael Major	Cell Biology & Physiology/Pharmacology	Assistant Professor	Associate Professor	Promotion based on excellence in research	4/1/2016	\$142,600.00
4	Academic Affairs	Sriram Venkataraman	Kenan-Flagler Business School	Assistant Professor	Associate Professor	Promotion based on high quality research in marketing, teaching, and service	7/1/2016	\$182,000.00
5	Health Affairs	Michael Woods	Urology	Associate Professor	Associate Professor	Promotion based on excellence in clinical scholarship	10/1/2016	\$310,000.00
New Appointment Conferring Tenure								
1	Health Affairs	Shouu-Yih Lee	Health Policy & Management	Nominated Research Professor	Professor	Appointment based on excellence in research	3/1/2016	\$250,000.00
2	Health Affairs	Susan Smith	Nutrition	N/A	Professor	Appointment based on excellence in research	6/30/2016	\$170,000.00
Addition of Joint Appointment Conferring Tenure								
0								
Corrections								
0								

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

Appendix B

No.	College/Division	Name	School	Department	Rank	Reason	Requested Amount of Increase **	Percent of Increase **	June 30 Salary	Current Salary	New Salary	Effective Date
Compensation Actions <small>* Available funding for each action has been confirmed by the appropriate Department and School/Division management officials to support the proposed salary increase. Upon implementation, specific funding sources are reviewed and approved at the Department level, as well as by the applicable University Central financial offices, including the University Budget Office and the Office of Sponsored Research for grant funded salaries.</small>							** Based on cumulative increase(s) to 6/30 salary					
1	Health Affairs	Christopher Baggett	Public Health	Epidemiology	Research Associate	Increase due to new faculty appointment as Research Assistant Professor via external competitive event	\$22,000	36.67%	\$60,000	\$60,000	\$82,000	3/1/2016
2	Academic Affairs	Christopher Bingham	Business School		Professor	Increase due to new secondary administrative appointment as Area Chair of Strategy & entrepreneurship	\$42,500	21.52%	\$197,500	\$225,000	\$240,000	3/1/2016
3	Health Affairs	Mellicent Blythe	Social Work		Clinical Assistant Professor	Increase due to new additional duties in The Center for Child & Family Health, Inc	\$5,924	12.72%	\$46,576	\$47,576	\$52,500	3/1/2016
4	Health Affairs	Michelle Cueva	Medicine	Psychiatry	Post Doc Research Associate	Increase due to new faculty appointment as Research Assistant Professor via external competitive event	\$26,320	60.26%	\$43,680	\$43,680	\$70,000	3/1/2016
5	Academic Affairs	Jeffrey Hirsch	Law		Distinguished Professor	Increase based on equity with comparable Associate Dean appointments, current is below market rate	\$24,000	13.37%	\$179,542	\$179,542	\$203,542	3/1/2016
6	Health Affairs	James Kurz	Medicine	Physical Medicine Rehab	Clinical Associate Professor	Increase due to new additional duties in his work within the UNC NFLPA program	\$5,970	19.90%	\$30,000	\$30,000	\$35,970	3/1/2016
7	Academic Affairs	Holning Lau	Law		Professor	Increase due to new secondary administrative appointment as Director of LLM program	\$21,000	14.98%	\$140,168	\$148,668	\$161,168	3/1/2016
8	Health Affairs	Laura Linnan	Public Health	Health Behavior	Professor	Increase due to new secondary administrative appointment as Associate Dean for Academic Affairs	\$49,877	30.30%	\$164,623	\$171,629	\$214,500	3/1/2016
9	Health Affairs	Elizabeth Mayer-Davis	Public Health	Nutrition	Distinguished Professor/Chair	Increase based on additional duties in appointment as Department Chair	\$32,070	10.51%	\$305,000	\$331,070	\$337,070	3/1/2016
10	Health Affairs	Sarah Scarry	Pharmacy	Chemical Biology and Medicinal Chemistry	Post Doc Research Associate	Increase due to new faculty appointment as Research Assistant Professor via external competitive event	\$31,808	66.00%	\$48,192	\$48,192	\$80,000	2/22/2016
11	Health Affairs	Stephanie Wheeler	Public Health	Health Policy & Mgmt	Assistant Professor	Increase due to promotion to Associate Professor	\$13,667	11.18%	\$122,230	\$125,897	\$135,897	5/1/2016
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No.	College/Division	Name	Department/School	Rank	Reason	Total Monetary Value of Non-Salary Compensation	Duration of Non-Salary Compensation	Effective Date	End Date
Non-Salary Compensation Actions									
0	N/A	N/A	N/A		N/A	N/A	N/A	N/A	NA

The University of North Carolina at Chapel Hill

EXECUTIVE SUMMARY

Board of Trustees

July 14, 2014

Appendix C

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

[illegible][illegible]

Compensation Actions

No	Last Name	First Name	College/Division	Department/School	Rank/Title	June 30 Salary	Proposed Salary	Requested Increase \$\$	Requested Increase %	Effective Date	Justification
1	Gerdts	Adam	Kenan-Flagler Business School	Kenan-Flagler Business School	Associate Dean	\$ 160,000	\$ 192,000	\$ 32,000	20.00	2/1/2016	12 - Other (must explain in comments) - Equity Adjustment: This recommended increase would provide pay equity with another employee at the same classification performing similar work (who has a salary of \$211,860). A \$16,000 increase was granted effective July 2015 during the Annual Raise Process. The requested salary results in a market index of 91% and creates no equity issues.
2	Mansfield	Kelly	School of Medicine	Lineberger Cancer Center	Director of Annual Giving, Development Operations and Pipeline Strategy	\$ 68,828	\$ 85,000	\$ 16,172	23.50	2/1/2016	2a - Increase in job duties or responsibilities; includes reclassification of branch/role: This proposed increase is related to a permanent increase in job duties or responsibilities. The current duties include providing strategic direction for the Cancer Center's direct-response fundraising program, working with the communications team to revamp the email newsletter, providing donor content as needed for the newsletter, maintaining the giving website, and identifying opportunities for using social media to promote annual giving and events fundraising. The new additional duties will include providing strategic development of a pipeline of major-gifts prospects for the campaign; supervising the recently-created position of Director of Annual Giving; and working in close coordination with the Senior Executive Director, the Director of Major Gifts, and the Assistant Director of Major Gifts to ensure that all fundraising goals are met at all levels in the organization. There are no comparable positions in the work unit. The employee meets the education and experience requirements for this classification with a Bachelor's degree in Business Administration and eight years of related experience.
3	Ballen	Martina	Athletics	Athletics-Business Office	Senior Associate Athletic Director & CFO	\$ 128,556	\$ 146,200	\$ 17,644	13.72	2/1/2016	12 - Other (must explain in comments) - Labor Market Adjustment: This request is based on labor market to bring the employee up to the market rate of \$146,200. A \$12,856 increase was granted effective July 2015 during the Annual Raise Process. There are no comparable positions within the work unit. The requested salary results in a market index of 100%.
4	Millar	Anna	Kenan-Flagler Business School	Kenan-Flagler Business School	Director, Undergraduate Business Program	\$ 94,485	\$ 118,106	\$ 23,621	25.00	2/1/2016	12 - Other (must explain in comments) - Equity Adjustment: This recommended increase would provide pay equity with other employees at the same classification performing similar work (who have an average salary of \$137,499). A \$9,449 increase was granted effective July 2015 during the Annual Raise Process. The requested salary results in a market index of 89% and creates no equity issues.
5	Vogel	David	Kenan-Flagler Business School	Kenan-Flagler Business School	Director, Undergraduate Business Program	\$ 87,920	\$ 109,900	\$ 21,980	25.00	2/1/2016	12 - Other (must explain in comments) - Equity Adjustment: This recommended increase would provide pay equity with other employees at the same classification performing similar work (who have an average salary of \$139,140). An \$8,792 increase was granted effective July 2015 during the Annual Raise Process. The requested salary results in a market index of 82% and creates no equity issues.

The University of North Carolina at Chapel Hill - EXECUTIVE SUMMARY (EPA Non-Faculty) - Board of Trustees - February 2016 (Mail Ballot)

6	Dorrance	Albert	Athletics	Athletics-Women's Soccer	Head Women's Soccer Coach	\$ 137,620	\$ 160,000	\$ 22,380	16.26	2/1/2016	12 - Other (must explain in comments) - Labor Market Adjustment: This request is based on labor market to align the employee's salary more closely with head coaches at comparable programs. Other schools considered were Florida State (\$200,000), Virginia (\$185,700), Florida (\$164,670), and UCLA (\$161,200). A \$13,762 increase was granted effective July 2015 during the Annual Raise Process. There are no comparable positions within the work unit.
7	Galvin	Derek	Athletics	Athletics - Gymnastics	Head Gymnastics Coach	\$ 80,897	\$ 100,000	\$ 19,103	23.61	2/1/2016	12 - Other (must explain in comments) - Labor Market Adjustment: This request is based on labor market to align the employee's salary more closely with head coaches at comparable programs. Other schools considered were Auburn (\$185,000), Georgia (\$175,000), Alabama (\$160,000), West Virginia (\$100,000), and NC State (\$92,057). An \$8,000 increase was granted effective July 2015 during the Annual Raise Process. There are no comparable positions within the work unit.
9	Haney	Sarah	Athletics	Athletics - Women's Rowing	Head Women's Rowing Coach	\$ 66,669	\$ 90,000	\$ 23,331	35.00	2/1/2016	12 - Other (must explain in comments) - Labor Market Adjustment: This request is based on labor market to align the employee's salary more closely with head coaches at comparable programs. Other schools considered were Virginia (\$125,000), California (\$120,000), Louisville (\$100,000), and Clemson (\$90,000). A \$6,667 increase was granted effective July 2015 during the Annual Raise Process. There are no comparable positions within the work unit.
10	Papa	Donna	Athletics	Athletics - Softball	Head Softball Coach	\$ 80,897	\$ 100,000	\$ 19,103	23.61	2/1/2016	12 - Other (must explain in comments) - Labor Market Adjustment: This request is based on labor market to align the employee's salary more closely with head coaches at comparable programs. Other schools considered were Texas (\$175,000), Georgia (\$140,000), Louisville (\$132,635), South Carolina (\$133,236), and NC State (\$90,000). An \$8,000 increase was granted effective July 2015 during the Annual Raise Process. There are no comparable positions within the work unit.
11	Shelton	Karen	Athletics	Athletics - Field Hockey	Head Field Hockey	\$ 101,416	\$ 120,000	\$ 18,584	18.32	2/1/2016	12 - Other (must explain in comments) - Labor Market Adjustment: This request is based on labor market to align the employee's salary more closely with head coaches at comparable programs. Other schools considered were Maryland (\$167,770) and Connecticut (\$144,698). A \$10,142 increase was granted effective July 2015 during the Annual Raise Process. There are no comparable positions within the work unit.

The University of North Carolina at Chapel Hill - EXECUTIVE SUMMARY (EPA Non-Faculty) - Board of Trustees - February 2016 (Mail Ballot)

12	Wales	Jennifer	College of Arts and Sciences/Fine Arts and Humanities	PlayMakers Repertory	Associate Producer/Director of Education and Outreach	\$ 36,750	\$ 45,200	\$ 8,450	22.99	2/1/2016	<p>2a - Increase in job duties or responsibilities; includes reclassification of branch/role: This proposed increase is related to a permanent increase in job duties or responsibilities. The current duties include directing the PlayMakers Repertory's theater programming for K-12 students; facilitating class visits, talks, and lecture demonstrations; and assisting the Associate Artistic Director in other community-outreach programs and general duties for the theater as assigned. The new additional duties will include responsibility for leading post-show discussion programming, organizing and coordinating programs with community partners and PlayMakers staff members, overseeing the Summer Youth Conservatory, working with the program's faculty members to implement the curriculum, managing the overall budget, and serving as the primary liaison to the UNC community and outside organizations in order to enhance and fulfill PlayMakers' educational mission. A \$3,638 increase was granted effective July 2015 during the Annual Raise Process. There are no comparable positions within the work unit. The requested salary represents the minimum of the pay band for this class of work and results in a market index of 73%. The employee meets the education and experience requirements for this classification with a Master's degree in Fine Arts and six years of related experience.</p>
13	Wilkie	Deanna	School of Public Health	Advancement	Director of Annual Giving and Alumni Affairs	\$ 71,435	\$ 85,000	\$ 13,565	18.99	2/1/2016	<p>2a - Increase in job duties or responsibilities; includes reclassification of branch/role: This proposed increase is related to a permanent increase in job duties or responsibilities. The current duties include generating a large volume of renewable gifts under \$25,000 from the School's 17,000 alumni and other donors; planning, designing, organizing, and implementing all aspects of the Annual Giving program; and facilitating volunteer recruitment, training, and management. The new, additional duties will include managing all aspects of alumni affairs; serving as the primary Advancement office liaison with the School's Alumni Association; developing key messages and communications vehicles for alumni engagement; maintaining contact with individual, department-specific alumni committees and boards; and working with the Donor Relations and Stewardship Manager to ensure that processes and communications involving donors are timely and appropriate. A \$7,072 increase was granted effective July 2015 during the Annual Raise Process. There are no comparable positions in the work unit. The employee meets the education and experience requirements for this classification with a Bachelor's degree in Journalism and 11 years of related experience.</p>
14	Cabell	Anne	School of Medicine	Lineberger Cancer Center	Research Project Director	\$ 65,800	\$ 75,000	\$ 9,200	13.98	2/1/2016	<p>2a - Increase in job duties or responsibilities; includes reclassification of branch/role: This proposed salary adjustment is related to a permanent increase in job duties or responsibilities. The current duties include managing the development of project deliverables; working as part of a team to create technological solutions that meet researchers' requirements; and overseeing the functional design of a project which uses technology to translate traditional, evidence-based behavioral interventions into effective, web-based interventions in the fields of obesity and cancer research. The new additional duties will include supervising a total of eight IT and research staff members. A \$6,514 increase was granted effective July 2015 during the Annual Raise Process. 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 Health and four years of related experience.</p>

The University of North Carolina at Chapel Hill - EXECUTIVE SUMMARY (EPA Non-Faculty) - Board of Trustees - February 2016 (Mail Ballot)

15	Rousset	Dina	Kenan-Flagler Business School	Kenan-Flagler Business School	Associate Director	\$ 81,245	\$ 93,275	\$ 12,030	14.81	2/1/2016	12 - Other (must explain in comments) - Equity Adjustment: This proposed increase provides equity with other employees at the same classification performing similar work. An \$8,125 increase was granted effective July 2015 during the Annual Raise Process. The requested salary is commensurate with another similarly situated employee (whose salary also is \$93,275) and creates no equity issues.
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Non-Compensation Actions

No	Last Name	First Name	College/Division	Department/School	Rank/Title	June 30 Salary	Proposed Salary	Requested Increase \$\$	Requested Increase %	Effective Date	Justification
1	N/A	N/A	N/A	N/A	N/A						

Information Only - Competitive Recruitment Actions approved by President

No	Last Name	First Name	College/Division	Department/School	Rank/Title	June 30 Salary	Proposed Salary	Requested Increase \$\$	Requested Increase %	Effective Date	Justification
1	Simpson	Cheryl	College of Arts & Sciences/Fine Arts and Humanities	PlayMakers Repertory	Education Manager	\$ 34,000	\$ 81,800	\$ 47,800	140.59	01/01/16	1b - External Competitive Event - Employee applies for an externally recruited job vacancy, is selected competitively, and changes jobs to a different position - This is a promotion resulting from an open, competitive, internal recruitment in which there were 17 applicants, and three candidates were interviewed. In the current position (Student Services Specialist - Contributing), the duties include working with undergraduate Biomedical Engineering students on course assignments, assisting the Director of Undergraduate Studies with various administrative assignments, and working with the undergraduate program's review board. In the new role (Director of Departmental Initiatives), the duties will include managing departmental strategic planning activities, developing departmental position statements, managing the accreditation process, working with faculty members to plan and develop content and procedures, and assisting the department chair with departmental fundraising. There are no comparable positions within the work unit. The requested salary represents the minimum of the range for this category of work and results in a market index of 77%. The employee meets the education and experience requirements for this classification with a Ph.D. in Higher Education Administration and 17 years of related experience.
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THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

CAROL L. FOLT
Chancellor

103 SOUTH BUILDING
CAMPUS BOX 9100
CHAPEL HILL, NC 27599

T 919.962.1365
F 919.962.1647
carol.folt@unc.edu

Mail Ballot

Board of Trustees

February 26, 2016

Chancellor Carol Folt submits for your review and approval the EPA Faculty and EPA Non-Faculty salary and compensation actions as recommended for February 2016. This mail ballot will be approved as part of the consent agenda at the Full Board meeting on Thursday, March 24, 2016.

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 March 1, 2016 by: Dwight Stone, Haywood Cochrane, Chuck Duckett, Julia Grumbles, Kelly Hopkins, Bill Keyes, Allie Ray McCullen, and Houston Summers

The Ordinance Regulating Traffic and Parking on the Campus of The University of North Carolina at Chapel Hill

INTRODUCTION

This Ordinance defines the general operations and policies for traffic and parking on the campus of The University of North Carolina at Chapel Hill. The provisions set forth in this Ordinance are designed to ensure the safety and protection of all users of the system.

Effective Date - August 15, ~~2015~~2016

Be it ordained by the Board of Trustees of The University of North Carolina at Chapel Hill, pursuant to Chapter 116, Article 1, Part 6 of General Statutes of North Carolina:

ARTICLE I. GENERAL PROVISIONS

Sec. 1-1. Definitions

The words and phrases defined in this section have the meaning indicated when used in this Ordinance, unless the context clearly requires another meaning:

1. *"Bicycle"* means every device propelled by human power upon which any person may ride, and supported by either two tandem or three wheels, one of which is sixteen inches or more in diameter. "Abandoned bicycles" are those which have not been moved from the same location for a period of two weeks or longer.

2. *"Booting"* means to immobilize a Vehicle through the use of a device designed to be attached to the rear tire or wheel to render the Vehicle inoperable.

3. *"Campus"* means all property that (i) is owned or leased in whole or in part by The State of North Carolina and (ii) is subject to the general oversight of the Board of Trustees of the University excepting and excluding:

- (a) property leased to another not located within one of the areas set out in Sec. 3-3;
- (b) the University Lake watershed; and
- (c) property held for use as an official residence for administrative officers of the University.

4. *"Chancellor"* means the Chancellor of the University.

5. *"Electric Two-Wheeled Vehicle"* means any Motorized Two-Wheeled Vehicle that is propelled by means of a battery powered motor, including, without limitation, Segways.

6. *"Electric Vehicle"* means any Vehicle that is propelled, partially or exclusively, by means of a battery powered motor.

7. *"Internal Combustion Two-Wheeled Vehicle"* means any Motorized Two-Wheeled Vehicle that is propelled by means of an internal combustion motor, including, without limitation, motorcycles, mopeds, motorbikes, and scooters.

8. *"Main Campus"* means the portion of the Campus where the Old Well is located and all other portions of Campus contiguous thereto by University ownership or lease that are north of Fordham Blvd. For purposes of illustration, this definition is intended to include the portions of Campus commonly referred to as "North Campus" and "South

Campus,” and exclude (without limitation) the portions of Campus commonly referred to as “Carolina North,” the “Mason Farm Property,” and “University Lake.”

~~8.9.~~ “Motorcycle” means any Motorized Two-Wheeled Vehicle that has an engine size exceeding 150 cubic centimeters.

~~9.10.~~ “Motorized Two-Wheeled Vehicle” means any two-wheeled (or three-wheeled) Vehicle that is self-propelled by means of an internal combustion motor or a battery powered motor, and is capable of carrying passenger(s), including, without limitation, Internal Combustion Two-Wheeled Vehicles and Electric Two-Wheeled Vehicles.

~~10.11.~~ “Park” means to leave a Vehicle unattended by any person authorized to, or capable of, moving it immediately upon the direction of a law enforcement or parking control officer. Notes in Vehicles, activated hazard lights, or a running engine do not render a Vehicle “attended.”

~~11.12.~~ “Parking Coordinator” means a department-assigned staff member who acts as a liaison with the University Department of Transportation and Parking.

~~12.13.~~ “Parking Permit” means any identification assigned by the Department of Transportation and Parking to be displayed on a Vehicle for parking legally on the ~~campus~~Campus.

~~14.~~ “State-owned Vehicles” are all Vehicles, including service Vehicles, owned by the State of North Carolina.

~~13.15.~~ “T&P” means the University’s Department of Transportation and Parking.

~~14.16.~~ “University” means The University of North Carolina at Chapel Hill.

~~15.17.~~ “Vehicle” means any device by which a person may be transported upon a roadway, except (a) bicycles and other devices moved by human power, and (b) devices used as a means of transportation by a person with a mobility impairment and limited by design to travelling no more than 15 miles per hour.

~~16.18.~~ “Visitor” means any individual other than a student or employee of either the University or UNC Hospitals and any of their contract or temporary employees.

Sec. 1-2. North Carolina Motor Vehicle Laws; Regulating; Delegating of Authority

1. The laws and regulations of Chapter 20 of the General Statutes of the State of North Carolina relating to the use of highways of the State and the operation of motor vehicles thereon apply to all streets, alleys, driveways, parking lots, and parking structures on University property.

2. The Chancellor is authorized to adopt and promulgate such rules and regulations and to establish such administrative procedures as he/she may deem necessary or advisable for the administration, interpretation, and enforcement of this Ordinance.

3. The Chancellor may delegate administrative responsibilities imposed on him/her by this Ordinance to the Director of Public Safety, the Director of Transportation and Parking, and other officers of the University that the Chancellor may choose.

4. The Department of Transportation and Parking operates twenty-four hours a day, seven days a week. In-office customer service is available from 7:30 a.m. until 5:00 p.m., Monday through Friday, except on University-recognized holidays and as otherwise posted. Regulations may be enforced at any time deemed necessary by special event activities or other circumstances.

Sec. 1-3. Posting Notice of Ordinance and Regulations

The Chancellor, through his/her designated administrative officers, shall cause to be posted a public notice of traffic and parking restrictions imposed by or pursuant to the authority of this Ordinance and by Chapter 116, Article 1, Part 6 of the General Statutes of North Carolina. Once posted, these restrictions are in effect at all times unless otherwise stated.

Sec. 1-4. Publications of Ordinance and Regulations

The Chancellor, through his/her designated administrative officers, shall cause copies of this Ordinance and regulations issued pursuant hereto to be printed and made available to students, faculty, and employees of the University in the lobby of the Department of Public Safety building. In addition, this Ordinance shall be posted on the website of the Department of Transportation and Parking.

Sec. 1-5. Filing of Ordinance and Regulations

A copy of this Ordinance and all regulations issued hereunder, except temporary police regulations, shall be filed in:

1. the Office of the President of The University of North Carolina;
2. the Office of the Chancellor of The University of North Carolina at Chapel Hill;
3. the Office of the Secretary of the State of North Carolina;
4. the Office of the University Director of Transportation and Parking; and
5. the Office of Student Affairs.

Sec. 1-6. Liability

The University assumes no liability or responsibility for damage or theft to any Vehicle parked in or on University properties subject to the jurisdiction or control of the Board of Trustees of the University. The provisions of this Ordinance shall apply to all operators of all Vehicles, public and private, and they shall be enforced twenty-four hours a day except as otherwise specified by this Ordinance. It shall be unlawful for any operator to violate any of the

provisions of this Ordinance except as otherwise permitted by The Ordinance or General Statutes of North Carolina.

The operator of any Vehicle shall obey the lawful instruction of any law enforcement officer, parking control officer, official traffic signs or control devices appropriately placed and in accordance with provisions of these regulations.

Sec. 1-7. Cooperation with Civil Authorities

The Chancellor and his/her designated administrative officers shall cooperate with all law enforcement authorities of the State of North Carolina and its political subdivisions in enforcing this Ordinance and issuing regulations hereunder. When the Town of Chapel Hill enacts an Ordinance that, pursuant to G.S. 116.44.5, supersedes any portion of this Ordinance or any regulation issued hereunder, the Chancellor's designated administrative officers shall, upon receiving a copy of such Ordinance from the town clerk, immediately cause to be removed all parking meters, signs and other devices or markings erected or placed on a public street by authority of the superseded Ordinance or regulations.

Sec. 1-8. Rules of Evidence

When a Vehicle is found to be in violation of this Ordinance it shall be considered prima facie evidence that the Vehicle was parked by:

1. The person to whom University parking permit for the Vehicle is registered;
2. If no parking permit has been issued for the Vehicle, the person, company, corporation or firm in whose name the Vehicle is registered with the North Carolina Division of Motor Vehicles or the corresponding agency of another state or nation; or
3. The son, daughter, spouse, or ward of the registered owner enrolled in or employed with the University or UNC Hospitals.

The prima facie rule of evidence established by this Section 1-8 shall not apply to the registered owner of a leased or rented Vehicle when said owner can furnish evidence that the Vehicle was, at the time of the parking violation, leased or rented, to another person. In such instances, the owner of the Vehicle shall, within reasonable time after notification of the parking violation, furnish the Department of Transportation and Parking with the name and address of the person or company who leased or rented the Vehicle.

Sec. 1-9. Trust Accounts

All monies received pursuant to this Ordinance, except for the clear proceeds of civil penalties that are required to be remitted to the Civil Penalty and Forfeiture Fund in accordance with G.S. 115C-457.2, shall be placed in trust accounts and may be used for the following purposes:

1. to defray the cost of administering and enforcing this Ordinance and Chapter 116, Article 1, Part 6 of the General Statutes of North Carolina;
2. to develop, maintain, and supervise parking lots, areas and facilities;

3. to provide bus service or other transportation systems and facilities, including payments to any public or private transportation system serving University students, faculty, or employees;

4. as a pledge to secure revenue bonds for parking facilities issued under Chapter 116, Article 21, of the General Statutes of North Carolina; and/or

5. for any other purpose related to parking, traffic, and transportation on the ~~campus~~ Campus as authorized by the Chancellor or his/her designated administrative officers.

Sec. 1-10. Parking on Streets or Roads of the Town of Chapel Hill

Except as expressly permitted by this Ordinance, it is unlawful for any person to park a Vehicle:

1. on the ~~campus of the University~~ Campus; or
2. on those portions of the following streets in the Town of Chapel Hill where parking is not prohibited by The Ordinance of the Town of Chapel Hill:
 - a. both sides of Battle Lane for its entire length;
 - b. both sides of South Road from Country Club Road to South Columbia Street;
 - c. both sides of Country Club Road from Raleigh Street to South Road;
 - d. both sides of Raleigh Street for its entire length;
 - e. both sides of Pittsboro Street for its entire length;
 - f. both sides of Boundary Street from East Franklin Street to Country Club Road;
 - g. both sides of Park Place for its entire length;
 - h. both sides of South Columbia Street from East Franklin Street to Manning Drive;
 - i. both sides of Cameron Avenue from Raleigh Street to South Columbia Street;
 - j. both sides of McCauley Street from South Columbia Street to Pittsboro Street;
 - k. both sides of Ridge Road between Country Club Road and Manning Drive; and
 - l. all sidewalks.

Nothing in this Ordinance shall be construed as recognition by the Board of Trustees of the University as a prescriptive easement in any street specifically named herein.

ARTICLE II. PAYMENTS AND COLLECTIONS

Sec. 2-1. Payment Methods

Payments owed to the Department of Transportation and Parking may be made in the following ways (the Department of Transportation and Parking reserves the right to change payment methods for operational efficiency):

1. Cash (not recommended to be sent through the mail) except unrolled coins (receipts will not be given until coins are properly rolled);
2. Checks or money orders (payable to the Department of Transportation and Parking);
3. University and UNC Hospitals Payroll Deduction;

4. University Journal Entry (to be used by University departments for transferring funds);
5. University Departmental Direct Fund Transfers (following ~~DPS~~—T&P Accounting Services guidelines);
6. Department Validation Coupons
7. MasterCard/VISA;
8. UNC - One Card;
9. On-line and pay-by-phone payments; and
10. Automated pay stations.

Sec. 2-2. Pay Lots After-Hours

1. Vehicles Exiting Unattended Pay Lots After-Hours. Vehicles exiting pay parking lots after pay attendant operations have closed and when the gates are lowered must pay for all parking fees incurred by utilizing the automated pay stations to process their payment for parking fees.

2. Failure to Pay Upon Exiting a Pay Lot. The owner of any Vehicle exiting a visitor or patient parking facility without paying or otherwise having parking validated will be sent a billing notice for a full day's parking.

Sec. 2-3. Replacement Fee

A lost or stolen parking permit must be reported immediately to the Department of Transportation and Parking and an affidavit must be filed. A lost permit will be replaced at a charge of \$25.00 or the face value of the permit, or whichever is less. The replacement fee shall be refunded if the missing permit is found and returned to the Department of Transportation and Parking.

A permit reported stolen will be replaced free of charge on a one time only basis. In order for a stolen permit to be replaced free of charge, a police report must be filed for such permit. Permits reported lost or stolen may not be replaced without the approval of the Director of the Department of Transportation and Parking or his/her designee.

Sec. 2-4 Returned Checks

Any payment made by a check that is returned by the bank and not cleared upon notification shall necessitate that a hold be placed with the University Registrar or that the amount be deducted from an employee's paycheck. Returned checks of non-affiliated individuals or companies will be forwarded to a collection agency if not cleared upon notification. A \$25.00 service charge shall be imposed for all returned checks.

Sec. 2-5 Collection Methods

No parking permit may be issued to any individual who has outstanding debts to the Department of Transportation and Parking. The Department of Transportation and Parking may reduce or retain any refund from the cancellation of a permit to clear all outstanding

balances associated with the account. Failure to pay debts within the required time frame can result in the University arranging for the collection of fees assessed against faculty, staff, students, and visitors in the following manner:

1. Debts owed by employees of the University and UNC Hospitals may be deducted from payroll checks.
2. Debts owed by students necessitates that a “hold” status be placed with the University Registrar.
3. The Attorney General for the State of North Carolina may recommend the use of a collection agency to collect debts from individuals whose debts may not be collected by payroll deduction or by other means.
4. Failure to pay civil penalties or other just debts owed to the Department of Transportation and Parking within ten calendar days of the date of the citation(s) or incurrence of the debt will result in a \$10.00 late payment fee being assessed on each unpaid citation or other transaction.
5. Debts owed by individuals not eligible for payroll deduction may be subject to garnishment of North Carolina State income tax refund.

Sec. 2-6 Civil Suits for Recovery of Penalties

When the Chancellor in his sole judgment determines that civil penalties validly imposed for violation of this Ordinance cannot or will not be collected through normal administrative procedures, he may request the Attorney General of North Carolina to bring a civil action against the offender in the name of the State for the recovery of the penalty.

ARTICLE III. PARKING

Sec. 3-1. Method of Parking

The Chancellor, or his/her delegates, shall cause each area in which parking is permitted by this Ordinance to be surveyed and developed for parking. Each parking space shall be defined by appropriate signs and painted lines (when the parking area is paved). Parking spaces in unpaved lots will be marked by wheelstops. When parking spaces have been marked off in the area in which parking is lawful, Vehicles shall be parked within the spaces so designated at all times.

1. Some spaces shall be marked for compact Vehicles. These spaces shall be fifteen feet in length and five feet in width, with two and one-half feet of hatching between spaces. It is unlawful for any Vehicle to occupy more than the five-foot portion of the space. Signs shall be posted or on-ground markings shall designate compact spaces.
2. It is a violation of this Ordinance to occupy portions of more than one space when such spaces are defined by painted lines. It is also a violation of this Ordinance to park in any portion of the area not clearly designated for parking.
3. When spaces are painted at an angle (diagonally) to a street curb or dividing median, Vehicles must park with the front of the Vehicle next to the curb or median. When

parking spaces are parallel to a curb or dividing median, Vehicles must park with the front of the Vehicle facing the direction of travel authorized for that side of the street or driveway.

Sec. 3-2. Disabled Vehicles

It is unlawful to leave a disabled Vehicle parked in violation of this Ordinance without immediately notifying the Department of Transportation and Parking. If the Vehicle is obstructing traffic, in a reserved space, or creating a hazard, it must be moved immediately.

No Vehicle will be placed on the disabled Vehicle list more than one time per month unless the operator will accept assistance from the Department of Transportation and Parking or a tow firm. Persons who exceed the limitations for placing their Vehicle on the disabled list and do not accept assistance shall be subject to the appropriate penalty if the Vehicle remains parked in violation of this Ordinance. If the Department of Transportation and Parking has permits available for the lot in which the Vehicle is parked, the operator may be required to purchase a permit rather than be placed on the disabled list.

Sec. 3-3. Parking Zones

Any person parking a Vehicle in the parking lots and areas described in this Section 3-3 must display the appropriate permit for that lot or parking area during those days and hours specified at the entrance to such lots or areas. Any Vehicle parked without displaying a valid permit is subject to the issuance of a civil penalty, Vehicle immobilization/booting, and/or towing.

If the assigned zone is full, a temporary permit for an alternate zone may be obtained from the Department of Transportation and Parking in the Public Safety building located off Manning Drive. UNC Hospitals' employees may obtain temporary permits from the Hospital Parking Office.

It is unlawful to park a Vehicle within any zone other than the one authorized by permit, as displayed on the registered Vehicle. Vehicles displaying a valid special permit obtained through the Department of Transportation and Parking may park as indicated by use of those permits and their related restrictions. All ~~main-campus~~Main Campus permits shall also be valid in any R Zone lot.

A guide that summarizes the regulations and a map depicting the University's parking zones is available on the Department of Transportation and Parking website. The University's parking zones are as follows:

Zone A	Aycock Circle
Zone A	Battle Lane
Zone A	Spencer
Zone BD	Business School Deck
Zone BTD	Bell Tower
Zone	Areas designated by

Bicycle	bicycle racks or specifically designated bicycle
Zone PR	Chatham County Park and Ride
Zone PR	Friday Center Park and Ride
Zone PR	Franklin Street Park and

	Ride
Zone PR	Hedrick Park and Ride
Zone PR	725 Martin Luther King Blvd.
Zone CD	Craige Deck
Zone CG	Helipad
Zone FC	Fraternity Court
Zone FG	EPA Gated
Zone JD	Jackson Deck
Zone K	Ehringhaus
Zone KSD	Knapp-Sanders Deck
Zone L	Craige
Zone L	Morrison Circle
Zone M	Hinton James
Zone MC	Those areas posted or specifically designated for Motorized Two-Wheeled Vehicles
Zone MD	McCauley Deck
Zone ND	Cobb Deck
Zone NG1	Swain
Zone NG3	Caldwell
Zone NG3	Steele
Zone N1	440 North
Zone N1	440 South
Zone N2	Morehead Planetarium
Zone N2	Porthole
Zone N3	Alumni Place
Zone N3	Bynum
Zone N3	Emerson Drive
Zone N3	Hickerson House
Zone N3	Lenoir Drive
Zone N3	Love House
Zone N3	Peabody
Zone N5	Boundary Street
Zone N5	Forest Theater
Zone N5	Park Place
Zone N7	University Relations
Zone N7	Nash
Zone N8	Undergraduate Library

Zone N9	International Studies
Zone N10	University Development
Zone N11	New Venable
Zone NP	Night Parking
Zone PD	Cardinal Deck
Zone RD	Rams Head Deck
Zone RR	Estes Resident
Zone R1	Electrical Distribution
Zone R1	Energy Services
Zone R1	Physical Plant
Zone R2	Art Building
Zone R2	Administrative Office Building
Zone R3	Cameron-Graham
Zone R3	Cogeneration Facility
Zone R4	Frank Porter Graham
Zone R5	200 Finley Golf Course Road
Zone R5	212 Finley Golf Course Road
Zone R5	220 Finley Golf Course Road
Zone R6	Continuing Education
Zone R6	Day Care Center
Zone R6	School Leadership Program
Zone R6	WUNC
Zone R7	Bolin Creek
Zone R7	725 Airport Rd.
Zone R8	Hedrick Building
Zone R9	Cone Tennis Facility
Zone R10	Chapel Hill North
Zone R12	Carolina North
Zone SFH	Baity Hill
Zone SFH	Mason Farm Residence
Zone S1	Public Safety
Zone S3	Knapp
Zone S3	Law School
Zone S3	Navy Field
Zone S3	Ridge Road

Zone S3	Law Programs
Zone S4	Stadium Drive
Zone S4	Avery
Zone S5	Carmichael Drive
Zone S6	Bioinformatics
Zone S6	EPA
Zone S6	EPA Loading
Zone S6	Glaxo
Zone S6	Isaac Taylor
Zone S6	Mason Farm Road
Zone S6	South Chiller
Zone S8	Kenan Field House
Zone S9	Dean E. Smith
Zone S10	Boshamer
Zone S11	Bowles

Zone S11	Manning
Zone S11	Smith
Zone S11	Williamson
Zone S12	Bernard Street
Zone S12	Branson Street
Zone S12	Community Building
Zone S12	Hibbard Drive
Zone S12	Jackson Circle
Zone S12	Mason Farm Road
Zone S12	Branson Overflow
Zone S12	Community Building
Zone S12	Mason Farm Overflow
Zone T	Outdoor Recreation
Zone W	Beard

Pursuant to Section 1-2, the Chancellor, through his/her delegated administrative officers, may modify parking zones, by adding or deleting University parking areas from such zones, and may change traffic flow patterns and hours of operation as deemed necessary or advisable for the administration or enforcement of this Ordinance.

Sec. 3-4. Parking Fees

1. Parking Permit Fees. Parking permit fees for employees are established based on an employee's base salary as of April 1st prior to the beginning of the permit year. The salary scale determined on April 1st will be used for the entire permit year and will not change if salary changes occur during the permit year. If an employee's employment begins after April 1st, the employee's starting day base salary will be used to determine the parking permit fee.

The student parking permit fees shall be charged as follows:

Permit Type	20156-20167
Reserved	\$ 727
Gated	\$ 587
Non Gated	\$ 447
RR (Estes Drive)	\$ 337
PR	\$ 227
Motorcycle Permit (no on-campus permit)	\$ 186
Motorcycle (with on-campus permit)	\$ 47
Motorized Two-Wheeled Vehicle (non-Motorcycle)	\$ 25
Electric Vehicle Charging Station Decal*	\$ 260

* The Electric Vehicle charging station decal fee is supplemental to the base parking permit fee. Electric Vehicle users who have purchased this decal are entitled to use the charging station equipment/space and receive electricity to recharge their Vehicle's battery. After the battery has

been fully charged, Electric Vehicle users are encouraged to relocate their Vehicle to a different location in the parking facility to allow other Electric Vehicle users access to the charging station.

The employee parking permit fees shall be charged as follows:

Employee Parking Permit Pricing		
Permit Type	Salary Scale (in thousands)	20152016- 20162017
ALG/RS	<\$25	\$1,065
	\$25-<\$50	\$1,172
	\$50-\$100	\$1,479
	>\$100	\$2,286
ALG	<\$25	\$ 799
	\$25-<\$50	\$ 880
	\$50-\$100	\$1,109
	>\$100	\$1,714
Reserved	<\$25	\$ 717
	\$25-<\$50	\$ 792
	\$50-\$100	\$ 999
	>\$100	\$1,543
Gated	<\$25	\$ 579
	\$25-<\$50	\$ 639
	\$50-\$100	\$ 807
	>\$100	\$1,246
Non Gated	<\$25	\$ 440
	\$25-<\$50	\$ 485
	\$50-\$100	\$ 610
	>\$100	\$ 943
AM, PM, NR, SR, PDV	<\$25	\$ 332
	\$25-<\$50	\$ 363
	\$50-\$100	\$ 459
	>\$100	\$ 709
PM ALG	N/A	\$ 331
PR	<\$25	\$ 227
	\$25-<\$50	\$ 250
	\$50-\$100	\$ 300
	>\$100	\$ 390
Motorcycle Permit (no on-campus permit)	<\$25	\$ 185
	\$25-<\$50	\$ 202
	\$50-\$100	\$ 255
	>\$100	\$ 394

Employee Parking Permit Pricing		
Permit Type	Salary Scale (in thousands)	20152016- 20162017
Motorcycle Permit (with on-campus permit)	<\$25	\$ 42
	\$25-<\$50	\$ 47
	\$50-\$100	\$ 57
	>\$100	\$ 88
Motorized Two-Wheeled Vehicle (non-Motorcycle) Permit	<\$25	\$ 25
	\$25-<\$50	\$ 25
	\$50-\$100	\$ 25
	>\$100	\$ 25
Electric Vehicle Charging Station Decal*	N/A	\$ 260

* The Electric Vehicle charging station decal fee is supplemental to the base parking permit fee. Electric Vehicle users who have purchased this decal are entitled to use the charging station equipment/space and receive electricity to recharge their Vehicle's battery. After the battery has been fully charged, Electric Vehicle users are encouraged to relocate their Vehicle to a different location in the parking facility to allow other Electric Vehicle users access to the charging station.

Service Permit and Official Visitor Permit Pricing	
	20152016-20162017
15 Minute Service Permit	\$ 80
2-Hour Service Permit	\$ 639
Official Visitor Permit	\$ 639
Vendor Service Permit	\$ 792

The Chancellor, through his/her delegated administrative officers, is authorized to change permit prices (higher or lower) once per permit year prior to the beginning of the permit year. Notice of such change shall be given at least 60 days prior to the beginning of the permit year. Any such change shall be reported to the Board of Trustees for information and shall be recorded in the minutes of the Board of Trustees as an amendment to this Ordinance.

2. Short Term Parking and Special Event Parking Fees. Fees for short term parking and special event parking shall be charged as follows:

Short Term and Special Event Parking Fees	
Service	Fee
Metered Space Parking	<ul style="list-style-type: none"> \$1.50 activation fee per hour (maximum of eight hours). All short-term meters across campus shall be \$0.75 per half-hour, and the maximum time for meter parking at these meters will be thirty minutes.

Short Term and Special Event Parking Fees	
Service	Fee
Electric Vehicle Charging Station Usage by Visitors on Nights and Weekends	<ul style="list-style-type: none"> • \$0.75 per hour of battery charging (This fee does not apply to those who have purchased an Electric Vehicle charging station decal)
Hourly/Daily Pay Parking	
Dogwood Deck, Ambulatory Care Center Lot	<ul style="list-style-type: none"> • \$1.50 per hour with a daily maximum (or lost ticket) of \$10.00 • No charge for visits of less than 15 minutes
Swain Lot, Morehead Lot, Raleigh Road Visitor Lot, Rams Head Deck	<ul style="list-style-type: none"> • \$1.50 per hour • No charge for visits of less than 5 minutes
Parking Validation Coupons	
Visitor Campus Parking Areas (valid at Swain Lot, Morehead Lot, Raleigh Road Visitor Lot, and Rams Head Deck)	<ul style="list-style-type: none"> • \$1.50 for one hour coupon • \$12.00 for one-day (8 hour) coupon
Patient Care Parking Areas (valid at Dogwood Deck and ACC Lot)	<ul style="list-style-type: none"> • \$1.50 for one hour coupon • \$10.00 for one-day (8 hour) coupon
Space Reservations made by University Units in Pay Lots and Pay Decks	
Swain Lot, Morehead Lot, Raleigh Road Visitor Lot, Rams Head Deck	<ul style="list-style-type: none"> • \$7.00 per half day (4 hours) • \$14.00 per day (8 hours)
Special Event Parking	
Car	<ul style="list-style-type: none"> • \$20 (maximum fee)
Limousine	<ul style="list-style-type: none"> • \$30 (maximum fee)
RV	<ul style="list-style-type: none"> • \$40 (maximum fee)
DPS-T&P assistance with chartering bus service with local companies	<ul style="list-style-type: none"> • \$25 (plus actual cost of charter services provided)
DPS-T&P Monitoring Service	<ul style="list-style-type: none"> • \$27 per hour, with a 3-hour minimum, for each monitor assigned
Reserving Meters – DPS-T&P may reserve meter spaces for an event	<ul style="list-style-type: none"> • \$7 per meter for half a day • \$14 per meter for full day
Small Event Permit Fees	<ul style="list-style-type: none"> • \$6 per permit for on-campus non-visitor parking lots will be charged to the sponsoring department.
Equipment Set-up	<ul style="list-style-type: none"> • \$17 per hour per staff person.

Short Term and Special Event Parking Fees	
Service	Fee
	<ul style="list-style-type: none"> • \$40 fee per sign, which includes set-up, will be charged to the sponsoring department.

Sec. 3-5. Special Event Parking

The Chancellor, through his/her delegated administrative officers, may cause any lot to be reserved to accommodate special event parking (e.g., for concerts, plays, athletics, and other similar events). The applicable fee(s) are set forth in Section 3-4. Excluded from this fee are lots approved for use under Section 3-5.2 (football and basketball parking).

Parking in certain lots or areas will be reserved for athletic events held in Kenan Stadium, the Dean E. Smith Center, and other athletic facilities for specifically authorized persons. Management of the lots or areas is the responsibility of the Department of Transportation and Parking. Special permits are required and shall be issued and controlled by the Athletic Department, the Educational Foundation, and the Department of Transportation and Parking, as applicable. Sample permits shall be provided to the Director of Transportation and Parking.

The Director of Transportation and Parking is authorized to remove and/or cite Vehicles parked in reserved spaces prior to football and basketball games pursuant to Section 3-20. On the day that the relocation occurs, a list of all relocated Vehicles will be available at the offices of the Department of Transportation and Parking in the Department of Public Safety building.

1. Notification to Permit Holders. The Chancellor, through his/her delegated administrative officers, will take one or more of the following steps to inform permit holders of special event parking policies:

- (a) Information electronically mailed to all permit holders affected by special event parking,
- (b) Informational signs posted at the entrances to lots reserved for football, basketball, and other special events,
- (c) Press releases,
- (d) Information posted on the website of the Department of Transportation and Parking, and
- (e) Other methods as appropriate.

2. Football and Basketball Game-Day Parking

- (a) The Chancellor, through his/her delegated administrative officers, may reserve in advance parking lots for use by authorized persons during times designated for football home game day operations. Special permits are issued and controlled by

the Athletic Department, Educational Foundation, the Chancellor's Office and the Department of Transportation and Parking for these times. Vehicles without the appropriate authorization or credentials are not permitted in the affected lots during these times.

(b) Certain parking lots will be designated and reserved in advance for use by working employees who have permits for lots that have been reserved for football special events and others as defined by the Chancellor, through his/her delegated administrative officers. Vehicles already parked in lots designated and reserved for working employees will not be required to move.

(c) Parking is prohibited at metered and permitted spaces on ~~campus~~-Main Campus roadways between the hours of 8:00 a.m. and 12:00 midnight on home football game days to accommodate routing of incoming and outgoing traffic.

3. Concerts. The Chancellor, through his/her delegated administrative officers, may reserve in advance parking lots for pay parking for the public during times designated for concerts and other non-athletic events. Vehicles already parked in these lots are not required to move unless otherwise posted.

4. Miscellaneous Services.

(a) Charter Bus Services. The Department of Transportation and Parking will assist with chartering service for buses with local companies, subject to the payment of applicable fee(s) described in Section 3-4.

(b) Monitor Services -- the Department of Transportation and Parking will arrange for monitor services for small events upon request of the sponsoring department, subject to the payment of applicable fee(s) described in Section 3-4.

(c) Reserving Meters -- the Department of Transportation and Parking may reserve meter spaces for an event, subject to the payment of applicable fee(s) described in Section 3-4.

(d) Permit Fees -- the Department of Transportation and Parking will schedule small events during normal regulation hours upon the request of the sponsoring department, subject to the payment of applicable fee(s) described in Section 3-4.

(e) Equipment Set-up -- the Department of Transportation and Parking will provide the necessary equipment and signs for a special event, including equipment set-up and removal services, subject to the payment of applicable fee(s) described in Section 3-4.

Sec. 3-6. Metered Spaces

The Chancellor, through his/her delegated administrative officers, may designate metered parking spaces within any parking lot or area on the ~~campus~~-Campus for general use, or on those portions of public streets as indicated in Section 1-10 and may specify the length of time for parking in each space. Meter activation is required Monday through Friday from 7:30 a.m. until 9:00 p.m. unless otherwise posted. On-street parking meters, off-street parking

meters, and meter pay stations ~~shall all be designed so that they can~~may be activated, depending on the design, by insertion of lawful ~~coins~~currency of the United States, credit cards or debit cards. The applicable fees are set forth in Section 3-4.

1. Expired Meter. It is a violation of this Ordinance for any Vehicle to occupy a metered space without the meter being activated by ~~lawful coins~~appropriate payment.

2. Cumulative Violations of Expired Meter. Any Vehicle in violation of Section 3-6.1 will be subject to the issuance of an additional citation for each additional period of one hour that the Vehicle occupies the space with the meter expired.

3. Extended parking at meters. It is a violation of this Ordinance for any Vehicle to occupy any portion of a metered space for more than twenty-four consecutive hours, regardless of whether or not the meter is activated.

4. Abuse of meters. It is a violation of this Ordinance for any person to damage, tamper with, willfully break, destroy or impair the usefulness of, or open without lawful authority any parking meter installed pursuant to this Ordinance. It is a violation of this Ordinance for any person to insert any object into a parking meter that is not a lawful ~~coin~~currency of the United States or a credit/debit card.

Sec. 3-7. Controlled-Access Zones

The Chancellor, through his/her delegated administrative officers, shall cause a gate to be erected at the entrance and exit of each controlled access lot and each controlled access deck that can be opened and closed either by assigned methods of gate-control (gate card, access code, remote control) or by a gate attendant. It shall be unlawful to transfer or to use assigned access cards or devices for Vehicles not registered for that controlled-access zone and for that card or device. If any person uses or allows to be used his or her access card or device to knowingly enable another Vehicle to enter or exit a controlled-access zone without paying the applicable parking fee or permit fee, such person, in addition to being responsible for the applicable parking fine, may have their card-access rights to University controlled-access zones deactivated for a period of one calendar year.

It is unlawful for Vehicles to enter or park in an hourly/daily pay parking area or other controlled access area during the posted operation hours without paying the appropriate fee or displaying a valid permit for that controlled-access area. Whether or not a gate is open during the hours of pay parking operation is not an indication that an unauthorized Vehicle may legally drive through and park in the gated zone.

It is unlawful for any person to deface, damage, tamper with, willfully break, destroy, impair the usefulness of, evade without tendering due payment or open without lawful authority an entry or exit gate or equipment. A \$10.00 fee will be charged for replacing damaged access mechanisms, in addition to the applicable parking fine.

It shall be unlawful for a Vehicle to enter or exit a controlled-access zone by trailing immediately behind another Vehicle before the gate has an opportunity to drop (a.k.a.

“tailgating”) for the purpose of evading payment of the applicable parking fee or permit fee. It shall be unlawful to allow a Vehicle to enter or exit a controlled-access zone by tailgating behind one’s own Vehicle for the purpose of knowingly enabling the second Vehicle to evade payment of the applicable parking fee or permit fee. Violators of either of the two preceding sentences, in addition to being responsible for the applicable parking fine, shall have their card-access rights to University controlled-access zones deactivated for a period of one calendar year.

The applicable parking fees for the University’s various hourly/daily pay parking lots and decks are listed in Section 3-4. The hours of operation for each hourly/daily pay parking lot or deck shall be posted at the entrance to such lot or deck. During holidays when the parking attendants are not on duty, the parking gates will be open, and there will be no charge for parking in the University’s hourly/daily pay parking areas.

Vehicles are prohibited from parking in any hourly/daily pay parking lot or deck, without prior authorization from the Department of Transportation and Parking, for more than 15 concurrent days without moving from the space. If any Vehicle continues to remain parked without moving from such parking space 5 days after having been ticketed for this parking violation, such Vehicle shall be deemed abandoned and subject to impoundment procedures in accordance with Section 7.3. If the Vehicle is impounded, the owner shall be responsible for both the towing fees and the parking fee for such hourly/day pay parking lot or deck for the applicable number of days.

1. Dogwood Parking Deck. The Dogwood Parking Deck is primarily reserved for UNC Hospitals patient services. In order to legally park in this deck, University-affiliated faculty members, staff employees and students must be a bona-fide patient or visitor of UNC Hospitals and display an approved permit. Employees and students displaying valid S11 or PDV permits may park in the Dogwood Parking Deck solely on the 4th and 5th levels and between the hours of 2:30 p.m and 9:30 a.m., Monday through Friday and on weekends, unless otherwise posted. The UNC Park and Ride permit, HAPDV, and all other South Campus commuter permits are valid on the 4th and 5th levels and between the hours of 5:00 p.m and 9:30 a.m., Monday through Friday and on weekends, unless otherwise posted. The maximum daily parking fee for the Dogwood Parking Deck listed in Section 3-4 may be changed from time to time by mutual agreement of the Department of Transportation and Parking and UNC Healthcare Systems.

2. Ambulatory Care Lot. Parking is available in the Ambulatory Care Lot solely for patients and visitors. Employees and students are not eligible to park in this lot during operational hours unless attending a medical appointment.

3. Hospital Discharge Lot. Short term parking is available for certain individuals in accordance with the Short-Term Discharge Policy posted at the entrance to this lot.

4. Swain Lot. No Vehicle shall remain parked for more than a 24-hour period in the visitor spaces without exiting and paying the required fees.

5. Morehead Lot. Visitors must park in the designated visitor spaces. Faculty, students, and staff are not eligible to park in visitor parking spaces Monday – Friday from 7:30 a.m. until 5:00 p.m, unless otherwise posted. Payment notices will be placed on Vehicles left in the lot at the time the lot closes. No Vehicle shall remain parked for more than a 24-hour period in the visitor spaces without exiting and paying the required fees.

6. Raleigh Road Visitor Lot. Staff, Faculty, and Students are not eligible to park in visitor parking spaces during operational hours unless otherwise posted. Vehicles can not be left overnight in this lot between the hours of 1:00 a.m. and 7:30 a.m, unless otherwise posted. No Vehicle shall remain parked for more than a 24-hour period in the visitor spaces without exiting and paying the required fees.

7. Rams Head Deck. Student commuter permits for the deck are valid in the deck Monday through Friday, 7:00 a.m. until 6:00 p.m, unless otherwise posted. Students without a commuter permit, as well as any employee or visitor, may park in the Rams Head and pay the applicable fee described in Section 3-4. No Vehicle shall remain parked for more than a 24-hour period in the deck without exiting and paying the required fees.

8. Parking Validation Coupons and Validation Stamps. Departments wishing to pay parking fees for visitors or patients may purchase validation coupons from the Department of Transportation and Parking, which are valid in all pay and hourly visitor parking areas on ~~campus~~Campus. The One-day validation coupon is valid for 8 hours of parking. Fees not covered by the validation coupons are the responsibility of the visitor or patient. Parking validation coupons can be obtained by submitting an approved application and payment (Account Number for Direct Transfer (DT), a check, Visa or MasterCard, or cash) to the Department of Transportation and Parking. The fees for the various types of parking validation coupons are described in Section 3-4. Departments unable to use the coupons for parking in the visitor pay areas may apply for a validation stamp. This stamp is designated for use by the departments to authorize parking for visitors and patients. The parking charges will be billed to the hosting department on a monthly basis. There will be a monthly processing fee of \$10.00 for all validation stamp accounts. Validation stamps and coupons are not to be used by employees or students of the University or UNC Hospitals, and any misuse by the aforementioned persons will result in revocation of stamp and coupon privileges for one calendar year with no refund.

9. Reserving Spaces in Controlled-access Lots. Departments wishing to pay for reserved spaces in the Swain Lot, Morehead Lot, Raleigh Road Visitor Lot, or Rams Head Deck must purchase reservation coupons. The fees for reservation coupons are listed in Section 3-4. A half-day coupon is to be used when a visitor is arriving and leaving before 12:00 p.m. (noon). A full-day coupon is used when a visitor arrives before noon and leaves after noon or when they arrive any time after noon.

Sec. 3-8. [Reserved. Intentionally left blank.]

Sec. 3-9. [Reserved. Intentionally left blank.]

Sec. 3-10. [Reserved. Intentionally left blank.]

Sec. 3-11. [Reserved. Intentionally left blank.]

Sec. 3-12. [Reserved. Intentionally left blank.]

Sec. 3-13. [Reserved. Intentionally left blank.]

Sec. 3-14. Reserved Parking

A sufficient number of parking spaces shall be reserved to accommodate Service Vehicles, State-owned Vehicles, motorcycles, Electric Vehicles, visitors, and to meet special needs as they arise. The Chancellor, through his/her delegated administrative officers, shall determine the precise location and status of reserved spaces. Reserved spaces for individuals or departments must receive approval from the Chancellor, through his/her delegated administrative officers. The annual fee for reserved spaces shall be defined in Section 3-4 (Permit Fees, RS spaces).

Parking at the Carolina Inn, Horace Williams Airport, School of Government, Friday Center, Kenan Center, and certain other designated University lots, as posted, is reserved parking. Spaces are charged at the reserved rate unless otherwise provided herein.

It is unlawful for any unauthorized person to park a Vehicle in a reserved space. Notice of the reserved status of a parking space shall be prominently posted at the space. Once posted, such spaces are reserved at all times unless otherwise indicated.

1. Visitor Disability Parking. It is unlawful for non-mobility impaired affiliated individuals to display a State disability plate, State disability permit, or disabled veteran license plate. Misuse of such plates or permits shall result in the issuance of a parking citation, immobilization, and/or impoundment. A sufficient number of parking spaces shall be reserved to meet the needs of the mobility impaired. It is unlawful to park a Vehicle in a space posted for disability parking or in a manner denying access to a disability parking space or disability access to a building or sidewalk. Public disability spaces are reserved at all times unless otherwise indicated. University and UNC Hospitals' employees (including contract employees), and students are required to apply for and purchase the appropriate permit to park in spaces reserved for disability.

2. Service Zone Parking. Sufficient areas shall be set aside for two-hour service zones for the use of persons making deliveries to and pick-ups from University buildings. The Chancellor, through his/her delegated administrative officers, shall decide the size and location of each two-hour service zone. It is unlawful for any person to cause a Vehicle to occupy a two-hour service zone for any purpose other than that for which the area is designated or without the appropriate permit.

3. Disability Parking for UNC Employees, Students and Affiliates. A sufficient number of parking spaces shall be reserved to meet the needs of University and UNC Hospitals affiliated mobility impaired persons. It is unlawful for any unauthorized person to cause a Vehicle to occupy these designated spaces.

4. Electric Vehicle Parking. Electric Vehicle charging stations have been installed in a limited number of parking facilities on Campus. Adjacent to each Electric Vehicle charging station, one or more parking spaces shall be reserved for Electric Vehicle parking. It is unlawful to park a non-Electric Vehicle in a space reserved for Electric Vehicles.

Sec. 3-15. Visitor and Conference Parking

Departments may request parking spaces in one of the short term visitor pay parking lots (as described in Section 3-7). Applicable fees are set forth in Section 3-4. Parking may be available in fringe lots or visitor parking during the summer and academic breaks at a rate of \$6.00 per permit.

Sec. 3-16. Bus Stops

Sufficient areas shall be set aside for bus stops for the use of municipal and regional public transportation systems serving the University community or any bus / shuttle system operated by the University. The Chancellor, through his/her delegated administrative officers, shall decide the location of each bus stop. It is unlawful for any person to cause a Vehicle to occupy a bus stop for any purpose other than for which the areas are designated.

Sec. 3-17. State-owned Vehicle Parking

State Vehicles may park on ~~campus~~-Campus as follows:

1. State-owned Vehicles may park in any spaces specifically reserved for state Vehicles for the amount of time indicated on the sign designating the space as a state Vehicle space.

2. State-owned Vehicles may park in any regular parking space for no more than forty-eight hours. All State Vehicles owned or assigned to the are required to display parking permits:

3. Departments with State-owned Vehicles including utility or golf carts are required to complete a parking permit application indicating each Vehicle that it owns or leases. Departments will be issued a permit and charged an annual fee for all Vehicles utilizing parking spaces.

4. State-owned Service Vehicles are subject to parking actions as follows:

(a) State-owned Service Vehicles are prohibited from parking in a regular parking space for more than forty-eight hours and are subject to the issuance of a civil penalty, and Vehicle immobilization / booting and/or towing fees.

(b) Certain regular parking spaces on ~~campus~~Campus may be restricted from use by State-owned Vehicles from time to time, in accordance with Section 3-20.

Sec. 3-18. Motorized Two-Wheeled Vehicle Parking

Owners of Motorized Two-Wheeled Vehicles are required to purchase and display a Permit and must park in designated parking areas for Motorized Two-Wheeled Vehicles. No person shall park a Motorized Two-Wheeled Vehicle in any area of ~~campus~~Campus not designated as Motorized Two-Wheeled Vehicles parking, unless permit requirements are not in effect. Motorized Two-Wheeled Vehicles may park at metered spaces upon activation of the meter. In parking lots, Motorized Two-Wheeled Vehicles are required to park in designated Motorized Two-Wheeled Vehicle parking areas with the appropriate permit.

In the case of a person wishing to register a combination of an automobile and a Motorized Two-Wheeled Vehicle, full payment will be required for the automobile permit, but there will be a reduced charge for the additional Motorized Two-Wheeled Vehicle permit. A Motorized Two-Wheeled Vehicle permit is at the full price when purchased in conjunction with a PR permit or other park and ride areas. No more than one Vehicle permit and one Motorized Two-Wheeled Vehicle permit shall be issued to any registrant.

Sec. 3-19. Bicycle Parking

Employees and students of the University and UNC Hospitals are required to display a bicycle permit when bringing bicycles to ~~campus~~Campus. This permit is issued free of charge upon the completion of a bicycle registration form. Bicycle parking is available throughout the ~~campus~~Campus and is designated by the presence of bicycle racks or specifically designated areas.

Warning tags issued by the Department of Transportation and Parking may be attached to a bicycle in violation of this Ordinance. Bicycles owners finding such warning tags attached must remove the bicycle within eight hours or it will be impounded. However, impoundment for violation of this Ordinance may be executed with or without such tags attached.

1. Improper Bicycle Parking. Any bicycle parked in violation of this Ordinance is subject to impoundment without prior warning. Bicycles shall not be parked or stored in any location other than areas designated for bicycle parking, including:

- (a) inside a University building, where an unsafe or hazardous condition is created for building occupants;
- (b) against or attached to any tree, bush, plant, or foliage;
- (c) against or attached to any electrical fixture, sign post, railing, public seating fixture, or emergency safety device; or

(d) in any other area where parking is prohibited specifically by this Ordinance.

2. Bicycle Registration. Any bicycle parked on ~~campus~~Campus will be required to register for and display a bicycle permit. At the beginning of each semester a four week warning period will be in place to allow for the registration and display of the permits to occur. Repeated violations of this section may result in bicycle impoundment.

Sec. 3-20. Temporary Parking Restrictions

The Chancellor, through his/her delegated administrative officers, is authorized to temporarily prohibit parking, stopping, or standing on driveways, streets, alleys, and parking lots on ~~campus~~Campus and on public streets in this Ordinance, and to reserve parking spaces for special use when such action is necessary due to special events, emergencies, or construction. Temporary signs or barriers shall be posted, and a representative of the Department of Public Safety, a representative of the Department of Transportation and Parking, or other University official shall give notice of regulations issued under this section. It is unlawful for any person to violate such regulations.

1. Overnight Parking Restrictions. Certain parking lots, parking areas, or parking spaces shall be restricted from overnight parking to ensure availability of the facilities during alternate hours. Signs and/or barriers shall be posted at these locations. It shall be unlawful for any person to violate such regulations.

2. Athletic and Special Event Parking Restrictions. Certain parking lots, parking areas, or parking spaces shall be restricted from overnight parking to ensure availability of the facilities during athletic events and other special events. Signs and/or barriers shall be posted at these locations. It shall be unlawful for any person to violate such regulations.

Sec. 3-21. Night Parking

The Chancellor, through his/her delegated administrative officers, may cause certain lots to be reserved on weekdays after 5:00 p.m. and on weekends to accommodate night parking. It is a violation of this Ordinance to park in lots that have been marked for reserved night parking without a valid permit.

Sec. 3-22. Acquisition of Non-University Parking Support

The Chancellor or his/her designee is authorized to acquire by contract parking, parking management and other related services from representatives owning or controlling non-University facilities.

Sec. 3-23. Idling at Air Intake Vents

It is a violation of this Ordinance for any person to cause a Vehicle to be parked with the engine running near a building's air intake louver. Signs indicating the locations of these air

intake louvers shall be posted prominently. Vehicles in violation of this section are subject to the issuance of a citation.

Sec. 3-24. Signs

The Chancellor, through his/her delegated administrative officers, shall decide on the size and appearance of parking signage located on ~~campus~~Campus. It is a violation of this Ordinance for any person to deface, damage, tamper with, break, destroy, impair the usefulness of, remove, relocate, steal, or possess any traffic or parking sign erected by the Department of Transportation and Parking. Possession of any such sign shall be prima facie evidence of the violation of this section. Conviction for violation of this section may result in criminal prosecution, a fine, suspension, or expulsion from the University.

ARTICLE IV. PARKING PERMITS

Sec. 4-1. Parking Permits

The Chancellor, through his/her delegated administrative officers, may issue permits to park in lots and areas described in Section 3-3 to employees or students of the University and to employees of the UNC Hospitals and affiliated organizations operating on the ~~campus~~Campus upon payment of the appropriate fee listed in Section 3-4. As part of the parking permit application process, applicants are required to provide the license plate number(s) of the Vehicle(s) they plan to park on Campus. All permits issued under this section are subject to limitations that may be imposed by the Chancellor, through his/her delegated administrative officers, under Section 3-20 (Temporary Parking Restrictions). Permits shall be allocated among the faculty, students, and staff of the University, and of the UNC Hospitals in a manner that will best serve the needs of the University community as a whole. The University Departmental Parking Permit Allocation Policy is available online at <http://move.unc.edu/parking/parking-allocation-formula/>
<http://www.dps.unc.edu/Parking/employee/deptpolicies/deptpolicies.cfm>.

1. Transferring Employee Permits: if an employee transfers from one department to another department, the permit stays with the allocating department. If the employee's new department does not have an allocation, then the individual will be referred to the Department of Transportation and Parking's Registration Division for resolution.

2. Student Parking Permit Allocations~~Restrictions~~. Student parking permits are distributed primarily through a lottery system in accordance with procedures posted on the T&P website. A supplemental set of student parking permits are made available for hardship cases. Student Government representatives may be responsible for assigning the available set of student hardship permits to students in accordance with the procedures of the Student Government hardship parking committee the Department of Transportation and Parking guidelines and regulations for those students whose needs necessitate exceptions to the restrictions.

2.3. Student Parking Permit Eligibility. The following student parking permit eligibility restrictions ~~apply~~are:

(a) No first-year undergraduate student is eligible for a permit during the academic year unless authorized by the Office of the Dean of Students.

~~(b) No student residing off campus within the two mile radius of the Bell Tower is eligible for a permit.~~

~~(c)~~(b) No parking permit shall be issued to any student for any Vehicle that is required to be registered pursuant to Chapter 20 of the North Carolina General Statutes, or the corresponding statute of a state other than North Carolina, until the student requesting the permit provides the name of the insurer, the policy number under which the student has financial responsibility, and the student certifies that the Vehicle is insured at the levels set in G.S. 20-279.1(11) or higher.

3.4. Retired Faculty/Staff Permits. An allocation of a maximum of 350 permits designated as PM/ALG will be available to retired faculty and staff applying for parking on ~~campus~~Campus. The PM/ALG permits are valid in permit zoned lots excluding the Cardinal Deck after 12:00 p.m. Retired faculty and staff interested in applying for a PM/ALG permit must submit their request through their department coordinator. PM/ALG permits will be distributed to departments requesting them based on the same formula that is utilized to distribute the primary parking allocations. The PM/ALG permit fee will be based on the PM permit at the lowest tiered rate.

4.5. Postdoctoral Fellows' Permits. Postdoctoral Fellows shall be allocated an appropriate number of permits by the Department of Transportation and Parking. A Postdoctoral Fellow may submit a request to be issued a permit from the Postdoctoral Fellows' allocation if he/she so desires. If there are more requests for permits than there are permits, priority will be given based on years of service with the University. Any Postdoctoral Fellow not receiving a permit will be placed on a waiting list. The department in which the Postdoctoral Fellow works may assign a permit from its departmental allocation if it so desires.

5.6. Temporary Permits. Temporary permits may be issued in areas where space is determined to be available. A fee will be charged for such permits.

6.7. Other Agencies. Parking permit allocations may be assigned to agencies closely related but not affiliated with the University as appropriate based on determination by the Department of Transportation and Parking. Full payment of the value of the allocation will be required prior to receipt of the permits for distribution.

Sec. 4-2. Special Parking Permits

The Chancellor, through his/her delegated administrative officers, may issue special permits under the conditions and at the fees indicated in Section 3-4. All permits issued under this section are subject to limitations that may be imposed by the Chancellor, through his/her delegated administrative officers, under Section 3-20 (Temporary Parking Restrictions). Misuse of said permits shall result in confiscation of the permit and no further permits shall be issued for the remainder of the year. No refunds shall be issued on those permits requiring a

paid fee. Persons found to be displaying said permits in violation of this section may be subject to a fine and impoundment of their Vehicle.

1. Service Permits.

(a) Two-hour service permits are designed for use by employees who perform maintenance on equipment, deliver or install equipment, or have duties that cannot be met by transit or state Vehicles. Use of the two-hour service permit is limited to a two-hour time limit in any one location, unless otherwise specified. Departments may apply for two-hour service permits through the Department of Transportation and Parking using an application form which must be signed by the Department Director / Department Chair. Requests for additional permits must include justification of the need and address the reasons for inability of transit to meet the departmental needs. Vehicles displaying a two-hour service permit may park in any unreserved parking space or any designated service permit space.

(b) Fifteen-minute service permits are designed for use by representatives of non-affiliated service companies using unmarked Vehicles that have a need to make deliveries taking fifteen minutes or less. Companies may apply for the permit through the Department of Transportation and Parking. Use of the permit is restricted to fifteen minutes in any one location. The fifteen-minute service permit may not be used by University or UNC Hospitals employees or students. Vehicles displaying a fifteen-minute service permit may park in any unreserved space, or any designated service permit space.

2. Vendor Service Permits. Representatives of non affiliated service companies that have a contractual relationship with the University to deliver goods or services may apply for a vendor service permit through the Department of Transportation and Parking. An application must be completed by the vendor and approved by the Director of Transportation and Parking~~Public Safety~~. Vendors with Vehicles prominently displaying the vendor's name or logo, performing routine deliveries and pick-ups from University buildings, and requiring less than fifteen minutes are exempt from any permit requirement. Faculty, staff and students are not eligible to display or purchase Vendor Service Permits.

Vendors may purchase temporary (one-day) permits from the Department of Transportation and Parking. Vehicles displaying a Vendor Permit may park in areas designated by the Department of Transportation and Parking.

Government Vehicles displaying Federal license plates are exempt from the permit requirement. Construction Vehicles are not exempt and contractors must contact the Department of Transportation and Parking to arrange for appropriate parking. Construction contractors are not eligible for Vendor Permits.

3. "ALG" permits. These permits are issued to employees having broad, significant, ~~campus~~Campus-wide responsibilities. ALG permits may be used in all gated and non-gated parking spaces, which are not otherwise reserved, with the exception of the Dogwood, Cardinal, and Rams Head Decks and all surface visitor parking lots. "ALG" permits shall be

allocated from the zone adjacent to the primary work location. "ALG" permits are approved by the Chancellor or his/her designee.

4. Morning shift (AM permit). The Chancellor, through his/her delegated administrative officers, may issue special permits to employees of the University and UNC Hospitals whose regular work hours are within the time period 7:30 a.m. to 12:30 p.m., Monday through Friday. The "AM" permit will entitle the holder to park in the assigned zone from 7:30 a.m. to 12:30 p.m., Monday through Friday.

5. Afternoon shift (PM permit). The Chancellor, through his/her delegated administrative officers, may issue special permits to employees of the University and UNC Hospitals whose schedule of work begins after noon 12:00 p.m. These permits entitle the holder to park in the assigned zone space after noon 12:00 p.m., Monday through Friday.

6. Rotating shift (SR/NR permits). The Chancellor, through his/her delegated administrative officers, may issue special permits to employees of the University and UNC Hospitals who have regular working hours rotate equally among shifts. An NR permit will be allocated from one of the north ~~campus~~Campus primary zones, which shall appear on the permit. SR permits will be allocated from one of the south ~~campus~~Campus primary zones, which shall appear on the permit. The permit shall only be valid in the designated zone, unless the lot is specifically reserved as outlined in Section 3-5.

7. Disability Permits. Mobility impaired students and employees of the University and employees of UNC Hospitals desiring parking on ~~campus~~Campus must obtain a UNC Disability permit by the established application process, through the Department of Transportation and Parking. An allocation of spaces will be made available to mobility impaired users, based upon a physician's certification of need. UNC Disability permits will be assigned from zones throughout ~~campus~~Campus, and their cost will be based on the sliding scale fee structure. the Department of Transportation and Parking will determine the zone based on access needs and availability. By displaying the UNC Disability permit, an individual may park in his assigned space or any unreserved space within his designated zone. Reasonable accommodations for mobility impaired students and employees will be made.

8. Vanpool permits. The Chancellor, through his/her delegated administrative officers, shall determine vanpool allocations by the predominant driver based on space availability. Vanpool users must submit a list of participants to the Department of Transportation and Parking with name, department name, and work telephone number for each individual. The parking permit fee will be waived for vanpools.

9. Carpool permits. Those persons wishing to carpool may apply through their department jointly for a single transferable permit at no additional charge. Once issued, this permit will be transferable only among the Vehicles in the carpool, as registered with the Department of Transportation and Parking. This permit shall be displayed as provided in Section 4-3. Only one of the registered Vehicles may be parked in the zone designated during parking control hours.

The Chancellor or his/her designee shall determine carpool allocations based on space availability. The Commuter Alternatives Program (CAP) outlines available carpool options. If a carpool is disbanded during the permit year, the carpool permit must be cancelled and returned to the Department of Transportation and Parking.

10. Emergency Staff Permits. Emergency staff permits are issued by UNC Hospitals for those persons responding to emergency medical calls. The permits are only valid in the spaces designated for emergency staff parking.

11. Official Visitor Permits. Departments may apply for annual official visitor permits through the Department of Transportation and Parking. Justification of need must accompany each request. The permit is not authorized for use by employees or students of the University or UNC Hospitals. If there is a visitor lot within two blocks, that lot must be used in lieu of obtaining official visitor permits. Official visitor permits are not valid in any pay operations lot. Vehicles displaying this permit may park in spaces that are not metered, gates controlled for zone permits, pay visitor parking, or other areas specifically reserved.

12. Board Members Permits. Special permits are issued to serving members of the:

- (a) Board of Trustees of the University;
- (b) Board of Governors of The University of North Carolina;
- (c) Board of Directors of the UNC Healthcare System; and
- (d) Other University-affiliated boards, as specified by the Chancellor, through his/her delegated administrative officers.

Vehicles displaying these permits may park in any unreserved zoned space and in any service space. Normally, these permits shall not be valid for controlled-access zones.

13. Construction Trailer Permits. Contractors who need parking for storage of materials or supplies may purchase a permit for \$70.00 per month. The construction trailers will be stored at a designated location ~~off main campus~~ on Campus.

14. Reserved Space Permits (RS). The Chancellor, through his/her delegated administrative officers, may issue a reserved space permit to a person, department, or school. Job duties and other functions associated with employment shall be considered in determining whether a reserved space permit is appropriate (e.g., area directors required to live in residence halls). The cost of the permit and space shall be as defined in Section 3-4. Reserved spaces assigned to departments are for use by visitors / patients to the department only. Use of these permits by departmental employees is prohibited. Should reserved space abuse occur, the Department of Transportation and Parking reserves the right to revoke the department's reserved space permits.

15. Bicycle Permits. Students and employees of the University and UNC Hospitals are required to display a bicycle parking permit. A bicycle registrant will be issued a free, five-year bicycle permit to be affixed as a sticker to the bicycle frame as described in Section 4-3. Bicycle permits are not transferable.

16. Park and Ride Permits. Park and Ride lots are designated for University employees and students commuting to ~~campus~~Main Campus by parking their Vehicles away from the ~~main-campus~~Main Campus and using transit services to reach ~~main-campus~~Main Campus. Persons parking in Park and Ride lots shall register in the Park and Ride program and display a Park and Ride (PR) permit in their Vehicle. The pricing for Park and Ride (PR) permits is set forth in Section 3-4. Window sticker permits are to be affixed to the lower right-hand side of the front windshield.

Employees with a primary worksite located adjacent to a Park and Ride lot will not be eligible to utilize a Park and Ride lot as proximate worksite parking. Park and Ride lots are for use by those taking advantage of transit for their daily commute to ~~main-campus~~Main Campus and not meant as primary parking for those working adjacent to the lot.

17. Night Parking (NP) Permits. The Chancellor, through his/her delegated administrative officers, may issue night parking permits. The "NP" permit will entitle the holder to park in designated NP parking zones from 5:00 p.m. to 7:30 a.m., Monday through Friday. For parking zones marked as both an NP zone and as a daytime zone or PR zone, the daytime and PR parking permits will still be honored and remain valid after 5:00 p.m. (subject to Section 3-5).

Sec. 4-3. Display of Permits

The parking permit must be properly displayed at all times. Parking permits must be clearly visible and cannot be obscured in any manner. A violation of this section will result in the appropriate fine.

Permit display options are:

1. Hanging from the Vehicle's rearview mirror facing the front of the Vehicle, clearly visible through the front windshield. When using a special permit assigned to a department (such as two-hour service, etc.), the parking zone permit must be displayed in front of the special permit, so that both permits are clearly visible through the front windshield.

2. If the tint, slant, or other design factors of the Vehicle obscures in any way the permit's visibility, the permit should be displayed on the passenger side of the windshield in the lower corner.

3. Bicycle permits must be affixed to the rear upright frame bar supporting the seat of the bicycle.

4. Permits for motorcycles must be displayed on the rear fender so it can be seen when viewing the license plate from behind the motorcycle or on the front fork, or on the State inspection plate. Permits for motorcycle covers must be permanently affixed on the top rear area of the motorcycle cover. the Department of Transportation and Parking must record the license plate number of the authorized motorcycle on the motorcycle cover permit.

5. Permits for Vehicles using car covers must be affixed permanently on the top center windshield portion of the cover. The license plate number of the authorized Vehicle must be recorded on the permit by the Department of Transportation and Parking. An additional permit must be displayed from the rearview mirror of the authorized Vehicle. the Department of Transportation and Parking will record the license plate number of the Vehicle on the car cover.

6. Adhesive windshield permits should be displayed in the lower right-hand corner of the front windshield.

Sec. 4-4. Counterfeiting/Altering Parking Permits

It is unlawful for any person to produce (or cause to be produced), to alter, or to display, without authority of the Chancellor, through his/her delegated administrative officers, any parking permit, sticker, decal, gate card, or other device indicating eligibility to park on the ~~campus~~Campus of the University. Such permits shall be confiscated, no refunds shall be issued, the violators will be issued a citation, the Vehicles shall be towed or booted, and the violators shall be ineligible for a parking permit for one calendar year. Violators will first meet with the Chancellor's designated Hearing Officer, and then violations may be forwarded to the appropriate agency for disciplinary action(s) (i.e., the Student Attorney General for students, the Office of Human Resources and the department chair for SPA employees, the department chair for University faculty and EPA non-faculty employees, and UNC Hospitals Personnel Department for hospital employees). Prior to the release of the Vehicle, the improper permit must be surrendered to the Department of Transportation and Parking.

Sec. 4-5. Obtaining Parking Permits Through Unlawful Means

It is unlawful for any person to obtain a parking permit by any means other than procedures established by the Chancellor pursuant to this Ordinance, including but not limited to, obtaining such permits by theft, fraud, trickery, willful misrepresentation of fact, purchase from another, or gift from another. Such permits shall be confiscated, no refunds shall be issued, the violators will be issued a citation, the Vehicles shall be towed or booted, and the violators shall be ineligible for a parking permit for one calendar year. Violators will first meet with the Chancellor's designated Hearing Officer, and then violations may be forwarded to the appropriate agency for disciplinary action(s), (i.e., the Student Attorney General for students, the Office of Human Resources and the department chair for SPA employees, the department chair for University faculty and EPA non-faculty employees, and UNC Hospitals Personnel Department for hospital employees). Prior to the release of the Vehicle, the improper permit must be surrendered to the Department of Transportation and Parking.

Sec. 4-6. Unauthorized Display of Parking Permits

The Chancellor, through his/her delegated administrative officers, may issue regulations for the transfer of permits from one Vehicle to another owned or used by the holder of the permit, and it is unlawful for a person in possession of such a permit to use it in any manner inconsistent with such regulations.

It is unlawful for any person in possession of a parking permit, whether that possession is lawful or unlawful, to give, sell, or otherwise transfer or to attempt to transfer it to another. It is unlawful for any person to display on a Vehicle a parking permit not issued to that person for use with that specific Vehicle or to display a lost, stolen, counterfeit, or an altered permit. Such permits shall be confiscated, no refunds shall be issued, the violators will be issued a citation, the Vehicles shall be impounded or booted, and the violators shall be ineligible for a parking permit for one calendar year. Violators will first meet with the Chancellor's designated Hearing Officer, and then violations may be forwarded to the appropriate agency for disciplinary action(s), (i.e., the Student Attorney General for students, the Office of Human Resources and the department chair for SPA employees, the department chair for University faculty and EPA non-faculty employees, and UNC Hospitals for hospital employees). Prior to the release of the Vehicle, the improper permit must be surrendered to the Department of Transportation and Parking.

Sec. 4-7. Reinstatement of Eligibility

Any person who is permitted to retain their eligibility for a parking permit after being charged with a violation of Section 4-4, 4-5, or 4-6 will not be issued a refund for previously purchased permits (payroll deduction will continue). The person will be required to purchase a permit at the current prorated issuance rate for the zone being purchased.

ARTICLE V. TRAFFIC

Sec. 5-1. Interference with Traffic; Temporary Traffic Restrictions

It is unlawful for any person to park or bring to a halt on the ~~campus~~Campus any Vehicle in such manner as to interfere with normal vehicular or pedestrian traffic.

The Chancellor, through his/her delegated administrative officers, may cause traffic to be restricted or rerouted as necessary by construction, emergency situations, and special events. A notice of such restrictions shall be given by placing temporary signs or barriers by a representative of the Department of Public Safety, a representative of the Department of Transportation and Parking, or other University official. It shall be unlawful to violate such regulations.

Sec. 5-2. Fire Lanes/Fire Hydrants

No person (whether mobility impaired or not) shall park a Vehicle, or allow it to idle in or block access to any area designated as a fire lane or fifteen feet in either direction of a fire hydrant. Any emergency authorization for use of fire lanes must be obtained through the Department of Public Safety or the Department of Transportation and Parking. Pavement markings and/or signs will prominently indicate fire lanes.

Sec. 5-3. Sidewalks and Landscape

No person shall operate or park a Vehicle on grass or shrubbery unless such areas are signed and marked for such activity.

No person shall operate or park a Vehicle on a ~~campus~~Campus sidewalk unless authorized by the Chancellor or his/her delegates. Bicycles and Electric Two-Wheeled Vehicles may be operated on ~~campus~~Campus sidewalks; provided that no person shall operate a bicycle or an Electric Two-Wheeled Vehicle in a manner that jeopardizes pedestrian safety, or State or private property.

No person shall use in-line skates or skateboards (a) on the ~~campus~~Campus in a manner that jeopardizes the safety of other pedestrians, or (b) on any walls, monuments, gutters, ditches, railings, bicycle racks, benches, other structures, fixtures, or property on the ~~University campus~~Campus, or (c) on any ramps or steps on the ~~University campus~~Campus except for the purpose of entering or leaving a building or making normal pedestrian progress along a ~~campus~~Campus sidewalk.

Sec. 5-4. Speed Limits

1. It is unlawful to operate a Vehicle on the ~~campus~~Campus in excess of a speed of ten miles per hour, except as otherwise posted.

2. It is unlawful to operate a Vehicle on Cameron Avenue, Raleigh Street, or Bowles Drive in excess of a speed of twenty-five miles per hour.

3. It is unlawful to operate a bicycle or an Electric Two-Wheeled Vehicle on sidewalks on ~~campus~~Campus at a speed or in a manner that would prove to be hazardous for the safety of pedestrians.

Sec. 5-5. [Reserved. Intentionally left blank.]

Sec. 5-6. [Reserved. Intentionally left blank.]

Sec. 5-7. Vehicular Traffic at Marked Crosswalks

The Chancellor, through his/her delegated administrative officers, may establish pedestrian crosswalks across streets, alleys, and driveways on the ~~campus~~Campus and on the public streets listed in Section 1-10 where the location of University buildings and sidewalks requires large numbers of persons to cross streets and driveways at points other than street intersections as governed by G.S. 20-155(c). A crosswalk shall be indicated by traffic signals, signs, or white stripes (hatched or unhatched) and will be a minimum of six feet in width. When a crosswalk has been marked off, it is unlawful for the driver of any Vehicle traveling on the street or driveway to fail to stop and to yield the right-of-way when there is a pedestrian in that portion of the crosswalk. The pedestrian must be on that side of the street or driveway in which the Vehicle is traveling.

Sec. 5-8. Pedestrian Obstructing Traffic

It is unlawful for a pedestrian to stand on the traveled portion of any street, alley, or drive-way on the ~~campus~~Campus in such a manner to obstruct or prevent the free flow of traffic thereon, and in crossing streets, alleys, or driveways pedestrians shall keep in motion when in the traveled portion thereof.

Sec. 5-9. Passenger Pick Up and Discharge

It is unlawful for any person to stop a Vehicle on any street, alley, or driveway on the ~~campus~~Campus for the purpose of picking up or discharging a pedestrian without first drawing up to the right hand curb.

ARTICLE VI. PARKING CONTROL

Sec. 6-1. Penalties

Any person violating any provision of this Ordinance or a regulation issued hereunder is subject to a civil penalty as indicated in the following schedule:

Violation Code	Title of Ordinance Section Violated	Amount of Civil Penalty
Sec. 3-1	Method of Parking	\$30
Sec. 3-3	Parking Zones	\$30
Sec. 3-6(1)	Expired Meter	\$15 for meter expiration of 1 hour or less
Sec. 3-6(2)	Cumulative Violations of Expired Meter	\$5 for each additional hour of meter expiration
Sec. 3-6(3)	Extended Parking at Meters	\$25
Sec. 3-6(4)	Abuse of Meters	\$50
Sec. 3-7	Controlled Access Zones	\$50
Sec. 3-14	Reserved Parking	\$50
Sec. 3-14.1	Visitor Disability Parking	\$250
Sec. 3-14.2	Service Zone Parking	\$50
Sec. 3-14.3	Disability Parking for UNC Employees, Students and Affiliates	\$50
Sec. 3-14.4	Electric Vehicle Parking	\$50
Sec. 3-16	Bus Stops	\$20
Sec. 3-17	State-owned Vehicle Parking	\$30
Sec. 3-18	Motorized Two-Wheeled Vehicle Parking	\$30
Sec. 3-19(1)	Improper Bicycle Parking	\$10
Sec. 3-19(2)	Bicycle Registration	\$5 for second violation; \$10 for third and subsequent violations

Sec. 3-20	Temporary Parking Restrictions	\$50
Sec. 3-21(1)	Overnight Parking Restrictions	\$50
Sec. 3-21(2)	Athletic and Other Special Event Parking Restrictions	\$20
Sec. 3-22	Night Parking	\$30
Sec. 3-23	Idling at Air Intake Vents	\$50
Sec. 3-24	Signs	\$50
Sec. 4-1(2)	Freshman Parking	\$25
Sec. 4-3	Display of Permits	\$5
Sec. 4-4	Counterfeiting/Altering Parking Permits	\$200
Sec. 4-5	Obtaining Parking Permits Through Unlawful Means	\$200
Sec. 4-6	Unauthorized Display Of Parking Permits	\$50
Sec. 5-1	Interference with Traffic	\$50
Sec. 5-2	Fire Lanes/Fire Hydrants	\$250
Sec. 5-3	Sidewalks and Landscape	\$30, plus cost of repair
Sec. 5-3 (1)	Damage to sidewalks	\$30, plus cost of repair
Sec. 5-4	Speed Limits	\$20
Sec. 5-5	Vehicular Traffic at Marked Crosswalks	\$200
Sec. 5-6	Pedestrian Obstructing Traffic	\$50
Sec. 5-7	Passenger Pick Up and Discharge	\$20
Sec. 6-2	Emergencies; Law Enforcement Operational Necessities	\$50

Sec. 6-2. Emergencies; Law Enforcement Operational Necessities

Vehicle operation and parking may be prohibited under emergency and/or other law enforcement operational necessities. It shall be unlawful for any person to violate police instructions related to this section.

Sec. 6-3. Repeated Offenses

If any person is cited for violation of this Ordinance with respect to parking more than five times in a period of twelve months or more than twice in a period of thirty days, or is determined to owe more than \$250.00 in unpaid fines, the Chancellor, through his/her delegated administrative officers, may cancel any parking permit issued to such person without refund of any portion of the fee paid thereof and shall cause the violator's license plate numbers to be entered on a list of repeated offenders. Once a person's license plate numbers are placed on a repeat offender list, the Vehicle is subject to impoundment or immobilization upon being parked in violation of this Ordinance. A citation found to be invalid will not be counted for purpose of this section. Any repeat offenses of this nature may be forwarded to the appropriate

agency for disciplinary action(s), (i.e., the Student Attorney General for students, the Office of Human Resources and the department chair for SPA employees, the department chair for University faculty and EPA non-faculty employees, and UNC Hospitals Personnel Department for hospital employees).

ARTICLE VII. FEES

Sec. 7-1. Vehicle Impoundment Fee

In addition to the assessment of the applicable civil penalty pursuant to Article VI, any Vehicle parked in violation of this Ordinance may be removed to a storage area. The Chancellor or his/her designee may refuse to authorize release of the Vehicle to the owner or custodian until the towing fee, storage fees, and all other outstanding balances owed to the Department of Transportation and Parking are paid in full or a payment plan established during normal business hours.

The owner or custodian of a Vehicle impounded under any regulation of this Ordinance may appeal the impoundment in person or in writing within ten calendar days to the Chancellor's designated Hearing Officer pursuant to Section 8-1. Submitting an appeal to the Chancellor's designated Hearing Officer does not substitute for payment of the towing or storage fees for removal of the impounded Vehicle.

The Chancellor, through his/her delegated administrative officers, is authorized to have towed from ~~campus~~Campus any Vehicle violating the provisions of this Ordinance. A towing fee shall be charged, in addition to any applicable penalty for violation of the Ordinance, to reimburse the University for its costs in removing the Vehicle.

Towing fees are as follows:

<i>Standard Tow</i>	<i>Dolly Wheels Used</i>
\$90.00	\$100.00

If the operator of the Vehicle to be towed arrives at the Vehicle prior to the tow truck moving the Vehicle from where it was parked, such operator shall still be responsible for the cost of the tow fee, which is charged to the University upon the dispatch of the tow truck. If the tow truck has initiated towing actions and the Vehicle's owner has arrived, the Vehicle will not be released until the appropriate fees have been paid to the Department of Transportation and Parking.

A storage fee of \$10.00 per day may be charged to the owner or custodian of Vehicles left at the University compound for more than twenty-four hours after towing. A storage fee of \$2.00 per day may be charged for bicycles, skateboards, or in-line skates, as well as a \$10.00 impoundment fee.

A valid driver's license must be provided by the owner/operator of the Vehicle prior to its release.

Sec. 7-2. Vehicle Immobilization Fee

Any Vehicle parked in violation of this Ordinance or any parking regulation issued hereunder may be immobilized by use of a wheel boot. Notice of the application of a wheel boot shall be posted prominently in one of three locations: (1) on the driver's side of the front window of the Vehicle, (2) on the rear windshield, or (3) on the driver's side window. Placement of the notices will depend on the type of Vehicle. A Vehicle immobilization fee shall be charged, in addition to any applicable penalty for violation of the Ordinance, to reimburse the University for its costs in immobilizing the Vehicle.

The Chancellor or his/her designee may refuse to authorize release of the Vehicle to the owner or custodian until the immobilization fee, storage fees, and all outstanding balances owed to the Department of Transportation and Parking are paid in full or a payment plan established during normal business hours. Wheel boots may only be removed by the Department of Transportation and Parking staff or the Department of Public Safety staff, upon payment of the \$55.00 Vehicle immobilization fee. If the operator of the booted Vehicle arrives at the Vehicle prior to the parking control officer leaving the scene, such operator shall still be responsible for the cost of the Vehicle immobilization fee. The owner or custodian of the Vehicle impounded under any regulation of this Ordinance may appeal the immobilization in person or in writing within ten calendar days to the Chancellor's designated Hearing Officer, pursuant to Section 8-1. Submitting an appeal to the Hearing Officer is not a substitute for payment of the immobilization fee.

Vehicles immobilized for longer than twenty-four hours shall be removed to a storage area. The owner/custodian of the Vehicle shall be responsible for both the immobilization and tow fees and applicable storage fees.

Sec. 7-3. Impoundment of Abandoned and Derelict Vehicles

Any Vehicle that is partially dismantled or wrecked and/or deemed abandoned under Section 3-7 and/or does not display a current license plate and such Vehicle is left in such condition for more than 10 days shall have a warning tag placed on it by a parking control officer. Such tag shall provide notice that if the Vehicle is not removed within 5 days from the date reflected on the tag, it will be considered abandoned and derelict. Such Vehicles shall be removed at the end of the 5-day period to the University storage area at owner's expense and disposed of in accordance with Section 7-4 of this Ordinance.

Sec. 7-4. Disposal of Abandoned and Derelict Vehicles

1. An "abandoned Vehicle" is one that has been removed to the University's storage area pursuant to authority granted in this Ordinance and has remained in said storage for longer than five days. A "derelict Vehicle" is a Vehicle:

(a) that has an expired registration and the registered and legal owner no longer resides at the address listed on the last certificate of registration on record with the North Carolina Department of Transportation;

(b) that has major parts removed so as to render the Vehicle inoperable and incapable of passing inspections as required under existing standards;

(c) that has the manufacturer's serial plates, Vehicle identification numbers, license plate numbers, and any other means of identification removed so as to nullify efforts to locate or identify the registered and legal owner;

(d) for which the registered and legal owner of record disclaims ownership or releases his/her rights thereto; or

(e) for which the Vehicle is more than twelve years old and does not bear a current license as required by the Department of Motor Vehicles.

2. When any derelict or abandoned Vehicle is in the University's possession, the University shall dispose of it in accordance with North Carolina statutes.

3. Any proceeds from the sale of a derelict or abandoned Vehicle, after costs have been deducted for removal, storage, investigation, sale, and satisfying any liens of record on the Vehicle, shall be held by the University for thirty days and paid to the registered owner upon demand. If the owner does not appear to claim the proceeds within thirty days after disposal of the Vehicle, the funds shall be deposited in the University Department of Public Safety Trust Fund, and the owner's rights therein shall be forfeited forever.

4. No person shall be held to answer in any civil or criminal action to any owner or other person legally entitled to the possession of any abandoned, lost, or stolen Vehicle for disposing of the Vehicles as provided in this section.

Sec. 7-5. Bicycle and Skateboard Impoundment Fee

It shall be lawful for the Chancellor, through his/her delegated administrative officers, to impound at the owner/rider's expense, any bicycle that is considered abandoned, junked, lost/stolen, parked/stored or operated in violation of this Ordinance, or state or local fire safety regulations. It shall be lawful for the Chancellor, through his/her delegated administrative officers, to remove security devices attached to Vehicles for impoundment purposes. The University shall not be held liable for damages made to bicycles or locks while impounding or during storage of the bicycle.

It shall be lawful for the Chancellor, through his/her delegated administrative officers, to impound at the owner's/rider's expense any skateboard or in-line skates that are considered abandoned, junked, lost/stolen, or operated in violation of this Ordinance. The University shall not be held liable for damages done to skateboards or in-line skates while impounded. Owners/riders of impounded skateboards or in-line skates may claim them in person at the Department of Transportation and Parking in the University Department of Public Safety

building, subject to the payment of the penalty fee, if applicable, under Article VI for violation of Section 5-3. Owners/riders who are under age 18 must bring a parent or guardian with them to claim impounded skateboards or in-line skates. The Department of Public Safety staff or the Department of Transportation and Parking staff, upon payment of the \$10.00 bicycle/skateboard impoundment fee, may release impounded bicycles and skateboards.

Bicycles that remain stored on racks for more than thirty days at the end of any academic term, including summer sessions, will be deemed University property.

Sec. 7-6. Disposal of Junked Bicycles and Impounded Skateboards

Letters shall be sent notifying bicycle owners with registered permits when Vehicles have been impounded; when owner is unknown, notice shall be posted at the Department of Transportation and Parking in the Department of Public Safety building. Bicycles unclaimed thirty calendar days after the original date of impoundment shall be deemed University property.

When the owner/rider of a skateboard or in-line skates is known, he or she shall be given or sent a letter notifying him or her that the skateboard or in-line skates have been impounded and informing the owner/rider how to claim the impounded skateboard or in-line skates. Where the owner/rider of an impounded skateboard or in-line skates is under age 18, a copy of the letter shall be sent to his or her parent or guardian, if known. When the owner/rider is unknown, notice shall be posted at the Department of Transportation and Parking in the Department of Public Safety building. Skateboards or in-line skates unclaimed within sixty days after the original date of impoundment shall be deemed University property.

ARTICLE VIII. APPEALS

Sec. 8-1. Appeals

Any person cited for violation of any portion of this Ordinance for which a civil penalty is imposed or a Vehicle is impounded or immobilized for violations may appeal in person, or in writing, or by email within ten calendar days of issuance to the Chancellor's designated Hearing Officer.

Failure to meet the ten day appeal period requirement shall result in a forfeiture of all appeal privileges. The Hearing Officer shall review all written appeals and establish limited hours to review those in-person appeals that meet the ten-day requirement.

Written appeals must be submitted on a standard appeal form, available from the Department of Transportation and Parking.

If the Hearing Officer decides the appeal against the appellant, he or she may appeal to the Chancellor, in writing, within ten calendar days of the date of the Hearing Officer's decision.

The Chancellor may delegate to a committee or other body as he/she may establish authority to hear appeals on his/her behalf. Disposition of an appeal by a vote of the full committee to affirm without a panel hearing or by a vote of the majority of a panel in the case of an appeal having been referred to a panel for hearing shall be deemed to exhaust the available appellate procedures. Final disposition by the committee shall be understood to mean a ruling in which the committee or its panel affirms, modifies, or reverses a decision of the Hearing Officer. Any person cited to the District Court Division of the General Court of Justice for violation of this Ordinance constituting a misdemeanor must pursue his plea and appeal, if any, as provided by law for criminal actions generally.

Submitting an appeal to the Chancellor's designated Hearing Officer does not substitute for payment of the towing and storage fees for removal of the impounded Vehicle. Such fees must be paid in accordance with Section 7-1. If the hearing officer decides the appeal in favor of the appellant, the Department of Transportation and Parking will refund the costs of towing and storage.

In the event that the owner or operator elects to leave the Vehicle impounded while filing an appeal, the storage fees will be waived from the day the appeal is submitted to the Hearing Officer until the day the decision is rendered.

ARTICLE IX. REPEALS

Sec. 9-1. Former Regulations Repealed

All resolutions heretofore adopted regulating traffic and parking on the ~~campus~~Campus are repealed. The repeal herein of these regulations shall not abate or otherwise affect any civil, criminal, or administrative action or proceeding concluded or pending on the effective date of this Ordinance. Except as otherwise provided, this Ordinance may be amended in whole or in part by action of the Board of Trustees. The effective date of this Ordinance shall be August 15, ~~2015~~2016.

ATTACHMENT D

DESIGNER SELECTION - CHASE DINING HALL RENOVATION

This project will renovate approximately 5,028 square feet of existing meeting rooms and ancillary spaces on the 2nd floor of the Chase Dining Hall into a food service and dining area. The renovation will add seating capacity to the existing dining program located on the lower floor. The project will also address the building accessibility deficiencies.

The project budget is \$3,850,000 and will be funded by University funds.

This project was advertised on January 11, 2016. Twelve (12) proposals were received. Four (4) firms were interviewed on February 25, 2016. Members of the Board of Trustees did not participate in the interviews.

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

- | | | |
|----|----------------------|-----------------|
| 1. | Szostak Design, Inc. | Chapel Hill, NC |
| 2. | BHDP Architects | Raleigh, NC |
| 3. | Mosely Architects | Morrisville, NC |

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

RECOMMENDED ACTION

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

- | | | |
|----|----------------------|-----------------|
| 1. | Szostak Design, Inc. | Chapel Hill, NC |
| 2. | BHDP Architects | Raleigh, NC |
| 3. | Mosely Architects | Morrisville, NC |

Letter of Interest

SZOSTAK DESIGN, INC.
310 1/2 W Franklin St.
Chapel Hill NC
919.929.5244
www.szostakdesign.com
rspears@szostakdesign.com

February 11, 2016

Mr. Jerry Guerrier, RA, LEED AP
Assistant Director
Facilities Planning + Design
UNC-CH

Re: Chase Dining Hall Renovation

Dear Mr. Guerrier:

Thank you for the opportunity to submit this proposal for the Chase Dining Hall Renovation. Having reviewed the project brief and toured the building at the pre-proposal meeting, I am intrigued by the prospect of either renovating the second floor of the Chase building or providing an addition in Rams Plaza with "unique and upscale offerings and appearance".

In order to ensure excellent work in both the exploration and the execution of this project, we have engaged Porter Khouw Consultants, a food service designer and planner, as well as Mulkey Engineers and Consultants, an engineering firm that has ample experience mitigating complex site drainage issues. Although specific MEP issues have not been identified, we selected Sigma Engineers & Consultants as our team's MEP engineer due to their extensive renovation experience and familiarity with the UNC Chapel Hill campus and processes.

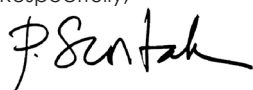
Our team is familiar with the UNC Campus Master Plan and Design Construction Guidelines referenced in the RFQ and we are prepared to develop a design that is sympathetic to the existing campus context. We have also closely reviewed the Project Scope, developing a comprehensive list of the individuals needed to address each aspect of the Work

In the pages that follow, we present numerous examples of our team's excellence in reprogramming, renovation and food service design.

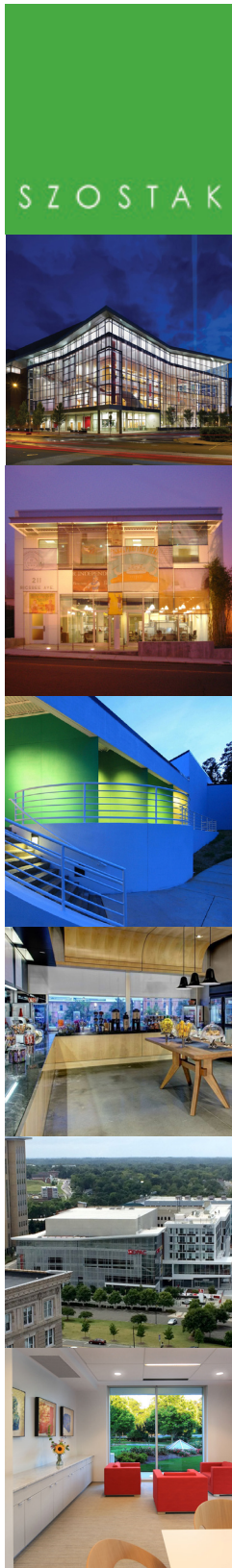
We have included a complete SF 330 form for your review. Section "IV Submittals" of your project brief outlines twelve criteria, which are addressed in order in the 330 Part H.

For over three decades, Szostak Design and its staff have completed successful projects for major universities. The firm was also recently honored by **AIA North Carolina as the state's 2014 Firm of the Year**. We sincerely believe our firm and our team of consultants are well prepared to assist the university in the successful planning and renovation of Chase Dining Hall. In selecting Szostak Design, UNC-CH can be assured of a highly collaborative relationship. We look forward to presenting our qualifications to you in person.

Respectfully,

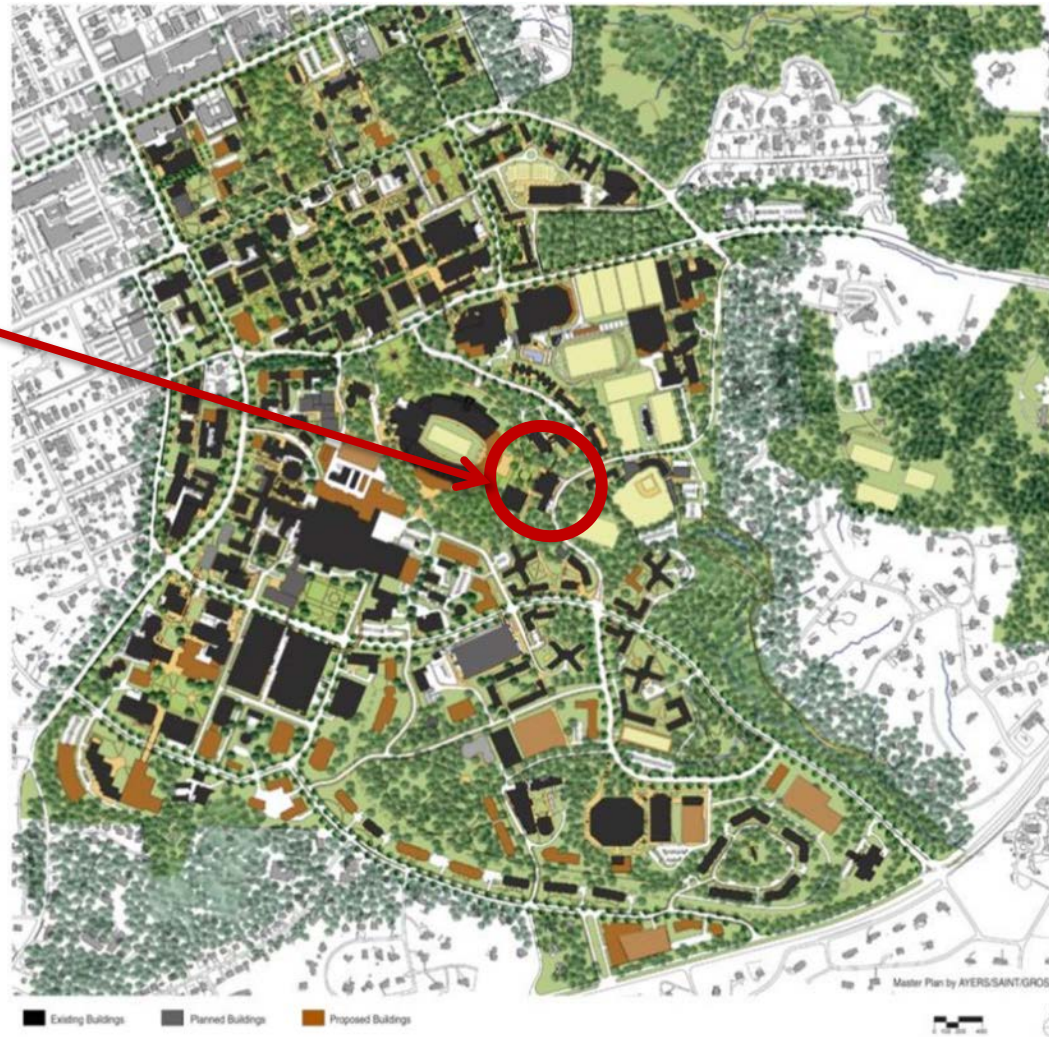


Philip Szostak ,FAIA



CHASE DINING HALL RENOVATION

PROJECT SITE



CAMPUS LOCATION MAP



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

BOARD OF TRUSTEES

MARCH 2016

ATTACHMENT E

DESIGNER SELECTION – FRANK PORTER GRAHAM STUDENT UNION FEASIBILITY STUDY

This feasibility study will evaluate and identify the space requirements for the Frank Porter Graham Student Union. The study will guide future development and identify space improvements needed to meet the program of the Union.

The project budget is \$299,000 and will be funded by University funds.

This project was advertised on January 19, 2016. Twelve (12) proposals were received. Six (6) firms were interviewed on March 1, 2016. Members of the Board of Trustees did not participate in the interviews.

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

- | | | |
|----|----------------------------|----------------------|
| 1. | Vines Architects | Raleigh, NC |
| 2. | Duda Paine Architects LLP | Durham, NC |
| 3. | Cannon Design + BBH Design | New York/Raleigh, NC |

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

RECOMMENDED ACTION

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

- | | | |
|----|----------------------------|----------------------|
| 1. | Vines Architects | Raleigh, NC |
| 2. | Duda Paine Architects LLP | Durham, NC |
| 3. | Cannon Design + BBH Design | New York/Raleigh, NC |

February 9, 2016

VINES ARCHITECTURE

Mr. Jerry U. Guerrier, RA, LEED AP
Assistant Director
Department of Facilities Planning + Design
103 Airport Drive
Campus Box #1090
The University of North Carolina at Chapel Hill
Chapel Hill, North Carolina 27599-1990

530 Hillsborough Street
Raleigh, North Carolina
27603
T: 919.755.1975
F: 888.800.5946
www.vinesarc.com

Re: Graham Student Union Feasibility Study
The University of North Carolina at Chapel Hill, Student Affairs

Dear Mr. Guerrier and Selection Committee Members,

Vines Architecture (VINES) and its consultant team are pleased to present our qualifications for the Graham Student Union Feasibility Study at The University of North Carolina at Chapel Hill. We have crafted a team of experienced and talented architects, engineers and specialty consultants with vast experience working together on similar and relevant projects. Our planning and design team is composed exclusively of firms that specialize in student unions. Our team offers a collective group of talent that has joined forces to bring union benchmarking, programing/planning, conceptual design excellence and cost modeling, project phasing and scheduling expertise to best serve UNC Chapel Hill and its students. The energized dynamic and accessibility of Vines Architecture's team integrates attributes that will result in a functional, efficient and most importantly a "heroic vision" defined for a future Internationally recognized Student Union that will serve to catalyze this project for the ultimate UNC-Chapel Hill experience.

Why VINES ARCHITECTURE?

Design Excellence & Most Recent Project Experience: VINES brings a wealth of outstanding accomplishments to benefit this project. The design partnership, led by Victor Vines, AIA and Robert Thomas, AIA of Vines Architecture, will ensure that the needs and concerns of The University of North Carolina at Chapel Hill are reflected in a powerful architectural vision. Within the past 10 years, this design team has garnered over 20 AIA regional and national Design Awards with the most recent being the 2014 AIA NC Merit Award for the NC A&T State University New Student Center and an AIA NC Merit Award for the NC A&T State University General Academic Classroom Building. Our package also includes detailed information on our team's renovation/expansion and transformation work with special focus given to our team's most recent experience relative to union feasibility planning, programming, food service, multipurpose, ballroom, conference, bookstore design and project phasing on the two most recently completed student union renovation/transformation projects in the State of North Carolina – the 150,000 SF NC A&T State University Student Union by Vines and the completed 290,000 SF NC State University Talley Student Union by Cooper Carry.

Transformative Visioning & Feasibility Process: Our visioning process is a testament to the great value we assign to partnering with our clients. We seek to work closely with the campus community, most especially the users (students), investing heavily in the initial programming stages of the project to ensure a balance of heroic vision and reality, creativity and pragmatism, ease of implementation and life cycle value. Our ability to listen and discuss ideas and alternatives while building consensus will result in a transformational project that will exceed expectations. Clear outcomes will include project goals, budget, a milestone schedule, identification of all critical decision makers, a communication plan and a collaborative process working with the university and the Department of Facilities Planning + Design. Our process also includes developing the defined vision into multiple conceptual designs to be evaluated for the most appropriate solution to solving the project needs. These concepts are represented with strong and vivid graphics, models and drawings to ensure the concepts are understood and visualized at the highest level.

Extensive Student Union Experience and Acumen with Additions/Renovation Phasing: Our design professionals collectively carry a vast array of student life expertise and experience with prominent Student Unions and Student Centers throughout the US, specifically in the feasibility, programming and design of phased facilities including:

NC A&T State University, New Student Center – Multi Phased
NC State University, Talley Student Center – Multi Phased
The University of North Carolina Greensboro, 1510 Walker Building Renovation & Addition – Multi Phased
Elizabeth City State University, Walter N. & Henrietta B. Ridley Student Complex Expansion and Renovation
Durham County, Main Library Renovation & Addition – Multi Phased
University of Georgia, Tate Student Center
University of Miami, Student Activities Center Review
University of California Berkeley, Campus Plaza Retail Feasibility Study

Cooper Carry, planners and architects for the recently completed NC State University Talley Student Center joins our team as our Student Life Planning and Phasing Advisor for this Feasibility Study. This project will benefit immensely from the lessons learned and expertise gained on delivering the Talley Student Union successfully at the other major flag ship university in the UNC system. Student Union Project Phasing and Scheduling is a delicate balance of short term intervention and long term value and functionality. The final build out should be envisioned prior to defining phasing plans and schedule milestones. Careful planning can prescribe the location of temporary partitions that account for life safety requirements as well as functional and effective operations throughout the process in order for the project to transition in an orderly and economical manner. Our combined experience in the successful completion of multiple phased Student Union projects provides valuable insight that is relevant to the Graham Student Union feasibility study. As a proven alliance, Vines and Cooper Carry also recently completed the Alpharetta Library in Atlanta, Georgia together.

Benchmarking: Benchmarking is key in developing the building program and total building size. In addition to pure metrics, physical visits to other Student Centers can prove invaluable to understanding of programmatic components and sizes as well as providing opportunities to learn about the benefits and challenges of various other facilities and programs. Brailsford & Dunlavey will provide Market Analysis, Financial Analysis and Referendum Planning and Support Services.

Historically Underutilized Business (HUB) Participation: Vines Architecture is certified with the State of North Carolina as an African-American HUB firm and will lead the project as Architect of Record from our location approximately 35 minutes from the project site and 5 minutes from the NC State Construction Office.

Our work for clients in Student Life and Affairs for visitor-based facilities continues to evolve with state-of-the-art thinking, anticipating the changing demands of effective communication, technology, and sustainability, while remaining responsive to client requirements for functionality, vision-to-reality, schedule and budget parameters. This project's success will rely on skilled planning, thoughtful insight and spirited dialogue coupled with strong committed leadership and experienced project management and planning at the Principal level. We truly believe we have assembled the best resources to serve you, and are whole-heartedly committed to the success of this project for its entire duration. We look forward to discussing your goals and demonstrating our experience, enthusiasm and commitment in person with new and clever ideas to share.

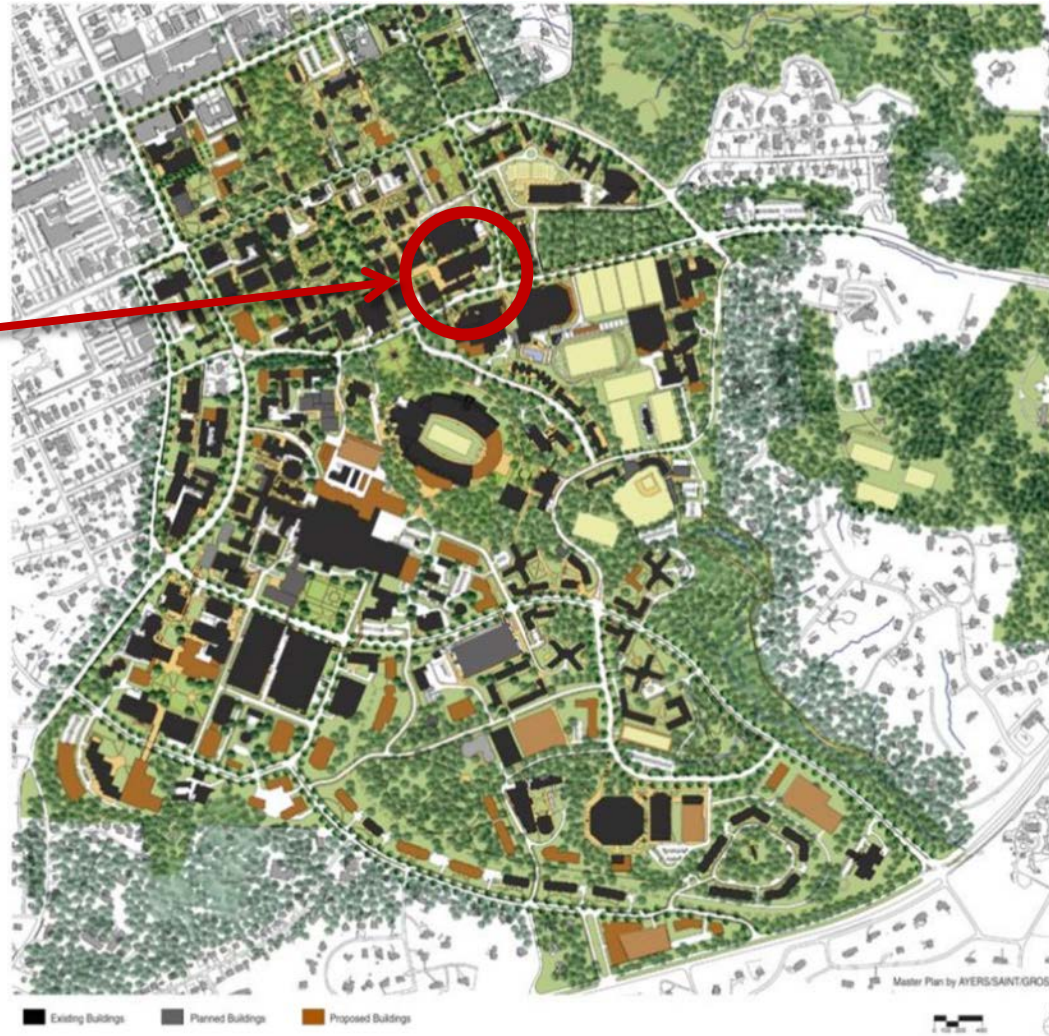
Sincerely,

VINES ARCHITECTURE, INC.

Victor Vines, AIA, LEED AP
Principal-in-Charge
vvines@vinesarc.com / 919.755.1975

FRANK PORTER GRAHAM STUDENT UNION FEASIBILITY STUDY

PROJECT SITE



CAMPUS LOCATION MAP



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

BOARD OF TRUSTEES

MARCH 2016

ATTACHMENT F

DESIGNER SELECTION – CARROLL HALL FEASIBILITY STUDY

This feasibility study will evaluate and identify the space needs of Carroll Hall for the School of Media and Journalism. The study will identify a space program that will provide a state of the art facility with instructional, research, academic and support spaces that will meet the accreditation requirements for this growing program. The existing building systems will be evaluated and all major deficiencies will be identified.

The project budget is \$299,000 and will be funded by University funds.

This project was advertised on January 19, 2016. Twelve (12) proposals were received. Four (4) firms were interviewed on February 29, 2016. Members of the Board of Trustees did not participate in the interviews.

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

- | | | |
|----|-----------------------------------|----------------------|
| 1. | LS3P Associates + Smith Group JJR | Raleigh, NC |
| 2. | EYP, Inc. | Durham, NC |
| 3. | Cannon Design + BBH Design | New York/Raleigh, NC |

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

RECOMMENDED ACTION

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

- | | | |
|----|-----------------------------------|----------------------|
| 1. | LS3P Associates + Smith Group JJR | Raleigh, NC |
| 2. | EYP, Inc. | Durham, NC |
| 3. | Cannon Design + BBH Design | New York/Raleigh, NC |

LS3P SMITHGROUPJJR

9 February 2016

Jerry U. Guerrier, RA, LEED AP
Assistant Director
Department of Facilities Planning and Design
103 Airport Drive, Campus Box #1090
The University of North Carolina at Chapel Hill
Chapel Hill, NC 27599

RE: Carroll Hall – Media and Journalism School Feasibility Study

Dear Jerry & Members of the Selection Committee:

This is an exciting time for the Media and Journalism School to create a significant, compelling facility, and LS3P/SmithGroupJJR is prepared and enthusiastic to partner with you to achieve your objectives. We are pleased to present our qualifications for design services for the Carroll Hall Feasibility Study. We are proud of our longstanding relationship with UNC Chapel Hill, and we look forward to the opportunity to work with you on this project.

Programming and design for the next generation of journalism and media facilities requires a unique balance of understanding learning environments and highly specialized multi-media facilities, and providing spaces that inspire investigation, discovery, and opportunities for collaboration for students and faculty both inside and outside of the classroom.

LS3P and our partner SmithGroupJJR have provided exceptional design solutions for these requirements for numerous colleges and universities. LS3P/SmithGroupJJR has enjoyed a 10-year history that encompasses five projects. LS3P's proximity to UNC Chapel Hill and our successful track record with university clients in North Carolina and beyond, combined with SmithGroupJJR's national portfolio of award-winning designs for university clients will provide UNC Chapel Hill with a proven team.

Excellence in Design

LS3P has designed and delivered projects for over 58 college and university campuses throughout the Southeast, including 11 of the 17 North Carolina public Universities, and we believe that each project is unique. We are well-versed in the challenges and processes which are particular to campus design including working with academic calendars, navigating funding mechanisms, and designing for both immediate needs and long-term flexibility. We work at all scales, from small renovations to campus master plans, and we enjoy the challenges inherent in campus design.

SmithGroupJJR is a nationally recognized award-winning design firm with a notable portfolio of work with leading institutions across the country. Their design solutions respond to very specific contexts and program requirements and result from a truly integrated and collaborative process.

Recent Experience with Journalism and Media Programs

SmithGroupJJR has recently completed a very similar study for the University of Georgia Grady College of Journalism and Mass Communication, a leader in journalism education and research. The study develops a plan for a renovated and expanded facility that promotes collaboration, new ways of working, and envisions a new physical identity.

In addition, LS3P is completing work on the Elon University Journalism and Mass Communication Building. This 50,000 SF facility will provide video studios, edit suites, a serious gaming studio, movie theater, converged student media center, media-rich classrooms, study spaces, conference rooms, and faculty offices.

Renovation/Addition Expertise

We are skilled in bringing new life to older facilities. From adaptive re-use to extensive additions and renovations, we find these projects to be some of the most satisfying and rewarding work we do. Also, the most sustainable approach to a project is often one which revitalizes existing resources. LS3P and SmithGroupJJR have designed significant academic renovation and addition projects, and we have the expertise to provide creative solutions for UNC Chapel Hill.

Your feasibility study provides an exciting opportunity for Carroll Hall for renewal, growth and a new campus identity. LS3P/SmithGroupJJR's recent experience with Journalism and Media School buildings, award-winning design, and ongoing research on higher education learning environments differentiates our team. Thank you for your thoughtful consideration and we look forward to the opportunity to present our team and approach in an interview.

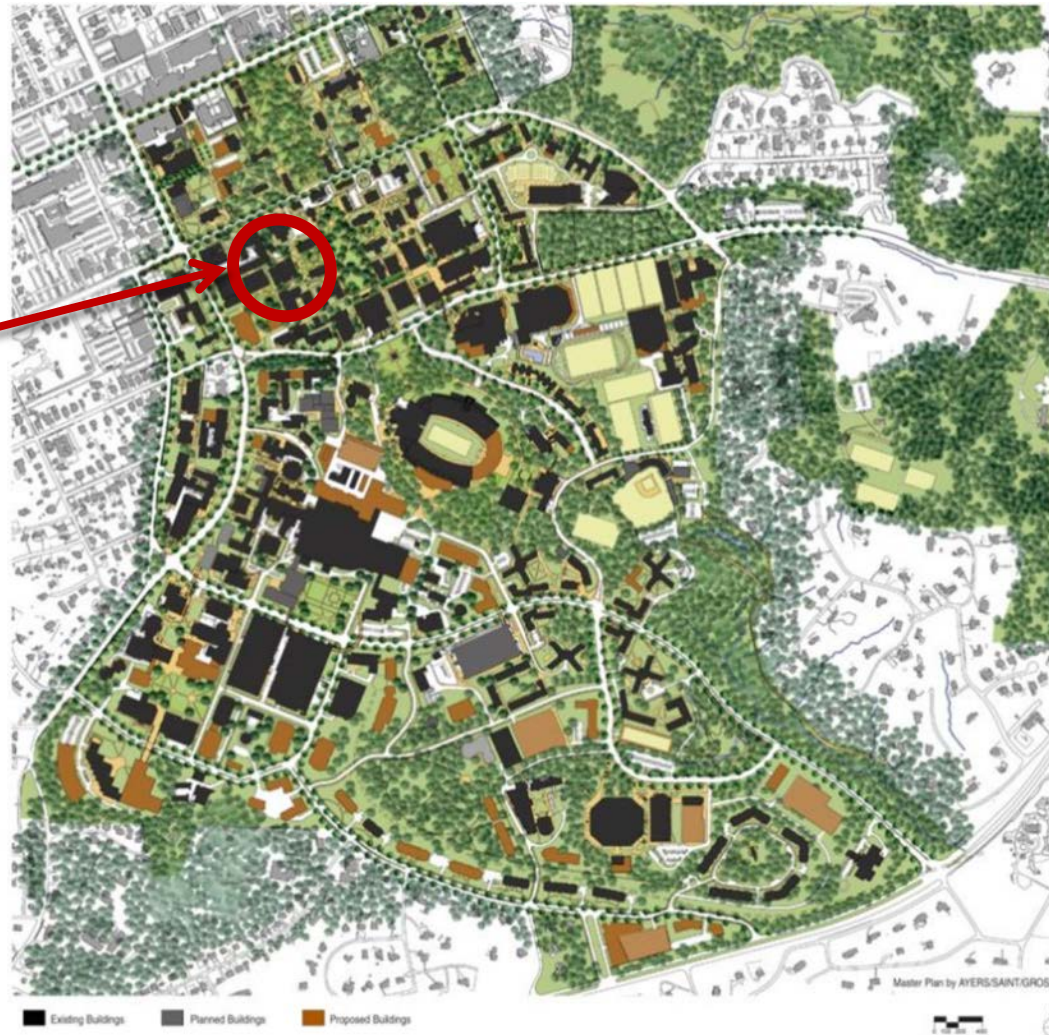
Sincerely,

A handwritten signature in black ink that reads "Katherine N. Peele". The script is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Katherine N. Peele FAIA, LEED AP
Principal | Executive Vice President

CARROLL HALL FEASIBILITY STUDY

PROJECT SITE



CAMPUS LOCATION MAP



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

BOARD OF TRUSTEES

MARCH 2016

ATTACHMENT G

CONSTRUCTION MANAGER AT RISK SELECTION – WILSON HALL ANNEX RENOVATION

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

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

This project was advertised on February 5, 2016. Ten (10) proposals were received. Six (6) firms were interviewed on March 9, 2016. Members of the Board of Trustees did not participate in the interviews.

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

- | | | |
|----|-----------------------|-----------------|
| 1. | DPR Construction | Morrisville, NC |
| 2. | Lendlease | Durham, NC |
| 3. | SKANSKA/Holt Brothers | Durham, NC |

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

RECOMMENDED ACTION

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

- | | | |
|----|-----------------------|-----------------|
| 1. | DPR Construction | Morrisville, NC |
| 2. | Lendlease | Durham, NC |
| 3. | SKANSKA/Holt Brothers | Durham, NC |



DPR Construction
2000 Aerial Center Parkway, Suite 118
Morrisville, NC 27560
Tel: (919) 337-9400
Fax: (919) 337-9401

February 29, 2016

Keith Snead
Facilities Planning and Design
University of North Carolina at Chapel Hill
CB 1090, Giles F. Horney Building
103 Airport Drive, Suite 202E
Chapel Hill, North Carolina 27599-1090

REFERENCE: WILSON HALL

Dear Keith,

We are pleased to submit our proposal, on behalf of DPR Construction to provide CM services for the Wilson Hall project. This is an exciting project that deserves a high performance technical team you can trust to achieve the project goals. DPR prides itself in creating team environments that deliver extraordinary results in quality, budget and schedule. We do this by assigning the right people with the right attitudes and the right skills.

Team Approach. Your project deserves to have the right people on board – a solution-oriented team you can trust to continuously look out for your best interests. We have extensive experience working on similar ABSL-3, vivarium, research and laboratory projects, both locally and across the country. Our proposed team members have proven their abilities on projects with clients such as University of Colorado, University of Virginia, Clemson University, Duke University and most importantly UNC Chapel Hill; each with experience in delivering successful technical life sciences projects.

Preconstruction Excellence. We are convinced that the success of your project will be determined during the preconstruction phase of the project. With the right planning and analysis, reliable cost input and accurate scheduling, you will be able to make the necessary decisions that will allow you to meet the construction budget. Coupled with our ingenuity, ever forward spirit and technology, we will be able to keep this project informed of the budget weekly.

Project Delivery Accountability. We hold ourselves accountable to meet or exceed your expectations in the delivery of our services throughout the entire project. DPR's core value of "Ever Forward" is all about continuous improvement and is evidenced by our critical success factors and the results that we produce. We do what we say we will do.

We look forward to sitting down with you and discussing our submitted qualifications. We are providing a powerful and knowledgeable team and we are convinced that we can add more value to the project than any other firms. Thank you for taking the time to consider our proposal. If you have any questions as you review our material, please feel free to contact me directly at 919-272-5066 .

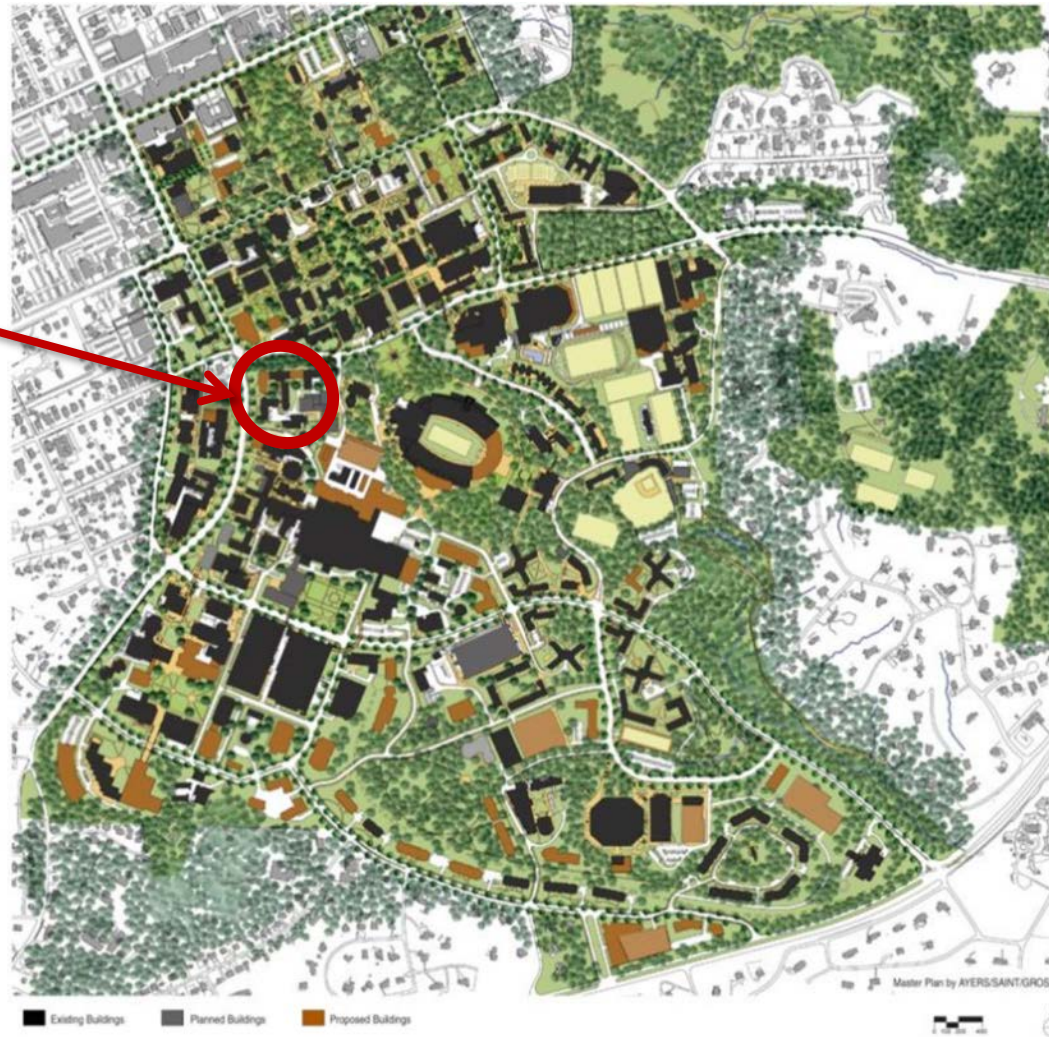
Sincerely,

A handwritten signature in blue ink that reads "Rob Dean". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Rob Dean
DPR Construction

WILSON HALL ANNEX RENOVATION

PROJECT SITE



CAMPUS LOCATION MAP



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

BOARD OF TRUSTEES

MARCH 2016

ATTACHMENT H

CONSTRUCTION MANAGER AT RISK SELECTION – BEARD HALL SECOND FLOOR RENOVATION

This project will renovate approximately 13,400 square feet of the existing space on the 2nd floor of Beard Hall into a new classrooms and clinical simulation teaching spaces for the Eshelman School of Pharmacy. The project will also address accessibility deficiencies with the elevator and the restrooms and replace a failing building HVAC system located in the attic.

The project budget is \$9,713,728 and will be funded by University funds.

This project was advertised on February 11, 2016. Thirteen (13) proposals were received. Four (4) firms were interviewed on March 14, 2016. Members of the Board of Trustees did not participate in the interviews.

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

- | | | |
|----|-----------------------------------------|-------------|
| 1. | Holt Brothers Construction | Raleigh, NC |
| 2. | W.M. Jordon / Bordeaux | Durham, NC |
| 3. | Barnhill Contracting Co. / D.A. Everett | Raleigh, NC |

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

RECOMMENDED ACTION

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

- | | | |
|----|-----------------------------------------|-------------|
| 1. | Holt Brothers Construction | Raleigh, NC |
| 2. | W.M. Jordon / Bordeaux | Durham, NC |
| 3. | Barnhill Contracting Co. / D.A. Everett | Raleigh, NC |



March 3, 2016

Mr. Joe Fenton, PA
Facilities Planning & Design
The University of North Carolina at Chapel Hill
CB 1090, Giles Horney Building, 103 Airport Drive, Suite 202E
Chapel Hill, NC 27599

RE: UNC Chapel Hill Beard Hall 2nd Floor + Associated Infrastructure Renovation Construction Manager at Risk

Dear Joe:

The University of North Carolina at Chapel Hill (UNC) Eschelmann School of Pharmacy has a powerful vision — it plans to transform human health through innovations in education, practice, and research. Instrumental to this goal is providing a robust curriculum that focuses on developing “leaders who make a difference on human health worldwide.” The renovation of Beard Hall is at the heart of this mission. It enhances an already strong pharmacy education, pharmacy practice, and pharmaceutical research core, and increases the School’s ability to recruit faculty and students.

Holt Brothers Construction understands this vision. And we know that the Beard Hall 2nd Floor and Associated Infrastructure Renovation project is significant in fulfilling this commitment. With the Holt Brothers Construction team as the construction manager at risk on this challenging project, UNC gets:

- **A Team that Knows Repurposing + Renovations.** This will be instrumental in creating functional new spaces for active learning and patient simulation. We know the complexities associated with these projects and how to overcome challenges presented by a building’s location, age, layout and structure. Paramount to a successful outcome is keeping a comprehensive project view from the start. This means anticipating challenges associated with renovating occupied spaces and proactively addressing them. We do this well because we’ve completed more than one million square feet of repurposing and renovation projects in the Triangle, making us highly qualified in this arena. And we have a reputation for getting projects completed on time and on budget.
- **A Team that Knows Higher Education + State Construction.** Through our work on numerous projects in the UNC System and with the State Construction Office, we know your expectations and processes. We are also familiar with your campus and the associated logistics. We are bringing you a team that is completing a similar project on the East Carolina University campus — an occupied School of Dental Medicine building on an active campus with an aggressive schedule.
- **A Team Just As Committed to Diversity as You Are.** Holt Brothers Construction is committed to providing opportunities for diverse businesses because we are one. We consider diversity and inclusion to be an initiative that is fully aligned with our company values — Teamwork, Precision, Focus and Discipline. We know the local HUB community and how to actively engage them. And we understand the importance of cultivating and helping develop strong HUB partners. We’ll bring this expertise to the Beard Hall project.

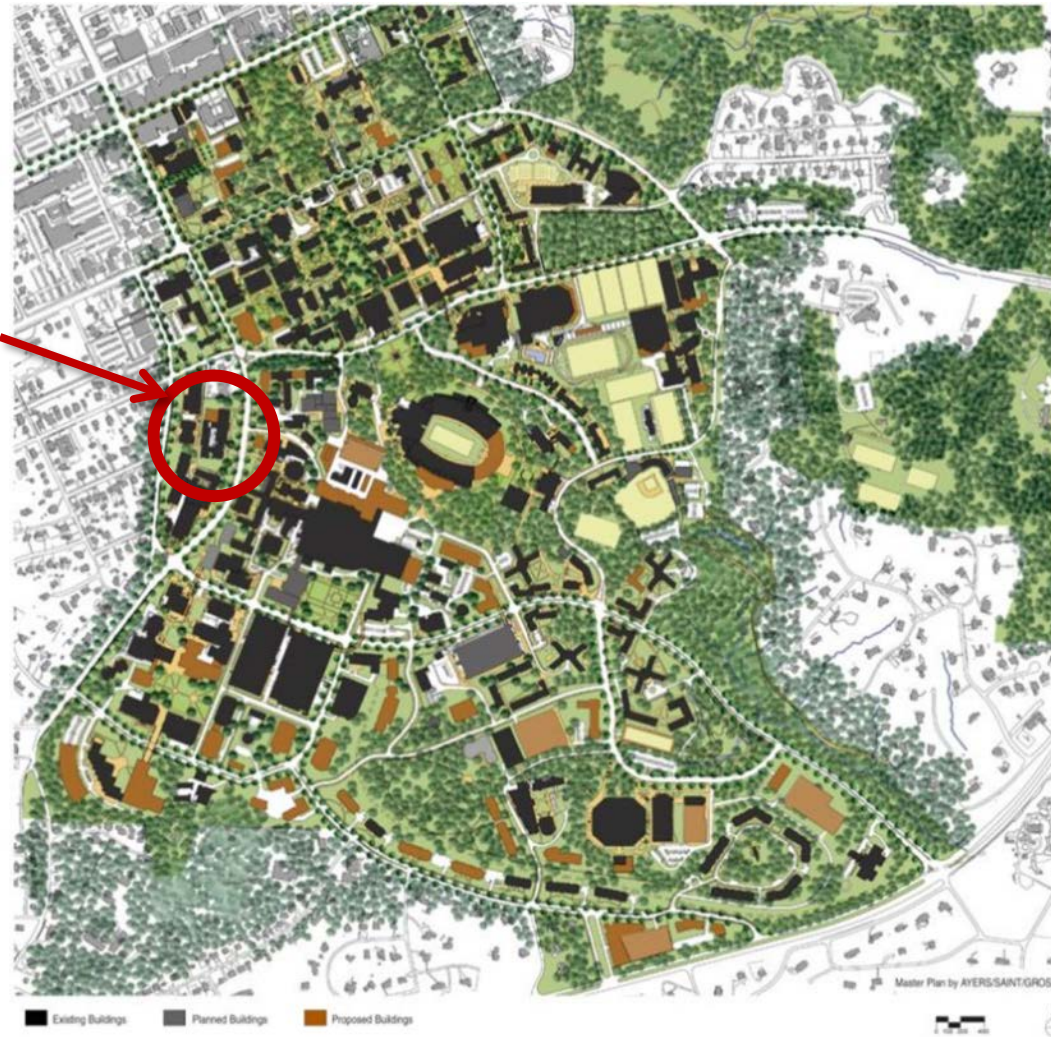
The UNC Eschelmann School of Pharmacy has an unprecedented history of excellence in the State and across the nation. We want to be your partner in securing an outstanding future for the School of Pharmacy by equipping your faculty and students with state-of-the-art facilities to learn, grow and improve human health worldwide. Our team is highly capable and enthusiastic, and we ask for the opportunity to work with you to fulfill this mission. If you have any questions, please do not hesitate to contact me at 919.787.1981 or Terrence@holtbrothersinc.com.

With best regards,

Terrence Holt
President

BEARD HALL SECOND FLOOR RENOVATION

PROJECT SITE



CAMPUS LOCATION MAP



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

BOARD OF TRUSTEES

MARCH 2016



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
www.unc.edu/provost

MEMORANDUM

TO: Dwight Stone, Chair, Board of Trustees of the University of North Carolina at Chapel Hill
Chuck Duckett, Chair, University Affairs Committee, Board of Trustees of the University of North Carolina at Chapel Hill

FROM: James W. Dean, Jr., Executive Vice Chancellor and Provost *JWD*

RE: Reviews of Centers and Institutes Selected by the UNC Board of Governors

DATE: March 14, 2016

Following completion of their system-wide review of centers and institutes in February 2015, the UNC Board of Governors (BOG) instructed UNC Chapel Hill to conduct reviews of the following centers and institutes and share information about these reviews with the Board of Trustees:

- Carolina Center for Public Service
- Carolina Women's Center, to include an assessment of the level of sexual assault counseling required at UNC-Chapel Hill
- Center for Civil Rights
- Center for Faculty Excellence
- James B. Hunt, Jr., Institute for Educational Policy and Leadership.

All of these reviews have now been completed. Each review addressed the criteria specified in UNC Policy 400.5[R] and in the UNC-Chapel Hill policies governing centers and institutes. The Centers and Institutes Review Committee has carefully considered these reviews and has forwarded recommendations regarding the status of each unit to the Chancellor and me. The review reports and recommendations are attached.

I endorse the Committee's recommendations and commend all of these centers and institutes for their many contributions in service to the University. I sanction continuation for all, with one exception. We ask that you approve the discontinuation of the James B. Hunt, Jr., Institute for Educational Policy and Leadership effective July 1, 2016, for the reasons described in the attached memo and report regarding the Hunt Institute.

Thank you.

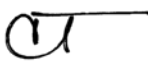
Copy: Dwayne Pinkney, Vice Provost, Finance & Academic Planning and Secretary of the University
Carol Tresolini, Vice Provost for Academic Initiatives and Chair, Center and Institutes Review Committee

Attached: Review Reports and Memos: Carolina Center for Public Service, Carolina Women's Center, Center for Civil Rights, Center for Faculty Excellence, James B. Hunt, Jr. Institute for Educational Policy and Leadership



MEMORANDUM

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

FROM: Carol Tresolini 
Vice Provost for Academic Initiatives and Chair, Centers & Institutes Review Committee

DATE: February 22, 2016

RE: Review of the James B. Hunt, Jr., Institute for Educational Leadership and Policy

CAROL P. TRESOLINI
Vice Provost for Academic Initiatives
carol_tresolini@unc.edu

The Centers and Institutes Review Committee recently met to discuss the review of the James B. Hunt, Jr. Institute for Educational Leadership and Policy (Hunt Institute). Last February, the UNC Board of Governors, following their system-wide review of centers and institutes, instructed UNC Chapel Hill to complete a comprehensive review of the Hunt Institute by February 2016. This review was conducted during the summer of 2015 by a team selected for their expertise in educational leadership and policy, chaired by Kevin Fitzgerald, senior vice president and chief of staff, UNC General Administration. The Committee commended the review team for conducting a comprehensive and thoughtful review of the Hunt Institute and constructing a clear report (attached), which was submitted on November 5, 2015.

The review team applauded the executive director and staff of the Hunt Institute for their work in building a highly regarded national platform for providing information and training to help state officials develop a focused approach to improving public education. To this end, the Institute produces a number of high quality programs and publications. The Institute is supported by the Hunt Institute Foundation, an affiliated entity of the University that exists to assist and promote the Institute and its work. The support of the Foundation is especially critical since the NC Legislature eliminated all state support for the Institute effective July 1, 2015, which has resulted in the need to reduce operating costs and increase external funding. The review team found that the Hunt Institute operates relatively autonomously in comparison with other centers and institutes at UNC-Chapel Hill and that both the Institute and the University could benefit from greater integration. This would mean channeling grants and other activities through the University rather than the Foundation; developing formal affiliations with the College of Arts and Sciences, the School of Education, and/or the School of Government; using University processes to select the next executive director of the Hunt Institute, and creating publications that acknowledge the Institute's status as a University department. The review team suggested

that an alternative to greater integration with the University would be to affiliate with a university or organization outside the UNC system or to pursue independent non-profit status.

The Centers and Institutes Review Committee endorsed these findings, and committee members met with University officials and Hunt Institute leaders to discuss them before making specific recommendations to you and the Chancellor. After much consideration, the Foundation Board decided earlier this month to separate itself and the Hunt Institute from the University and end the Foundation's status as an affiliated entity. Given this decision, the Committee recommends abolishing the Hunt Institute as an official center of the University effective July 1, 2016. I ask that you forward the review report and this recommendation to the Chancellor for her endorsement, and then to the Board of Trustees for their approval, as required by UNC system and UNC-Chapel Hill policies. In order to effect the necessary administrative changes to allow independent status by July 1, 2016, the Board of Trustees must approve discontinuation of the Institute by March 30, 2016. If discontinuation is approved, I will work with University administrators and Hunt Institute leadership to ensure a smooth transition for the Hunt Institute's staff and operations.

The Committee commends the Hunt Institute for its service and wishes it continued success in achieving its goals and fulfilling its mission.

Attachment: Hunt Institute Review Report

Copy: Judith Rizzo, Director, Hunt Institute

MEMORANDUM

To: Dr. Carol Tresolini, Associate Provost

From: Mr. Kevin FitzGerald (Chair)
Ms. Jean Elia
Governor Robert Wise
Dr. Gary Henry

Subject: Review of the Hunt Institute

November 5, 2015

Pursuant to University policy 400.5 [R] that requires periodic reviews of designated Centers and Institutes, we are pleased to submit the first review of the James B. Hunt Institute for Educational Leadership and Policy (Hunt Institute).

Background

The Hunt Institute was established by the UNC Board of Governors in 2001. After seven years as part of UNC General Administration (UNC GA), the Hunt Institute became part of The University of North Carolina at Chapel Hill in 2008 when President Erskine Bowles asked system universities to provide institutional homes for several centers and institutes that previously had been established at UNC GA. Chancellor James Moeser accepted the request to bring the Hunt Institute to UNC-Chapel Hill.

The Institute's Executive Director and CEO, Judith Rizzo, Ed.D., reports to Carol P. Tresolini, Ph.D., UNC-Chapel Hill's Vice Provost for Academic Initiatives. Institute staff are university employees and are governed by the same university and state regulations and policies as other UNC-Chapel Hill employees. In 2008, the Institute moved its offices to Durham (1000 Park Forty Plaza, Suite 280) when it outgrew its original space in the UNC Center for School Leadership and Development (in front of the Friday Center).

The Institute has a staff of 14, including eight EPA non-faculty and six SPA staff (all non-exempt). In addition, the Institute employs a doctoral student and several undergraduate public policy and education student interns from UNC-Chapel Hill, Duke University, N.C. State University, and N.C. Central University. Currently, it has one work-study student and two student assistants.

The Institute is funded by major national foundations, corporations, and since 2005, by appropriations from the N.C. General Assembly. State funding was discontinued for the current fiscal year with a provision that no monies from the General Fund shall be used for the support of The Hunt Institute.

The Institute benefits from the support of a separate 501(c)(3) foundation, The James B. Hunt, Jr. Institute for Educational Leadership and Policy Foundation, Inc. It was established in 2001 concurrently with the establishment of the Hunt Institute as an affiliated entity of UNC-Chapel Hill and is subject to UNC System regulation (UNC Policy 600.2.5.2 [R]).

The Hunt Institute works to help North Carolina and other state leaders drive sustainable reform and to become positive change-agents for public education. Its mission is “to inspire, educate, and equip elected officials and senior policymakers to make better, more informed decisions that will enhance student learning, provide equal access to high-quality schools and teachers, and increase educational opportunities for all children.”

The Institute’s main scope of work includes:

- Organizing bipartisan, invitation-only meetings that bring together state chief executives and legislative leaders on education issues and policy developments in a safe, protected environment that fosters learning, dialogue, and inspiration;
- Producing non-partisan, research-based briefings and publications that are written specifically for decision makers with pertinent case studies, best practices, and valuable resources from around the country;

- Nurturing a new generation of state leaders through targeted programs for future governors and state policymakers;
- Building a national platform for collaboration, coordinated communication, and strategic planning among education, policy, and business organizations in support of college and career readiness, aligned student assessments, improved teacher quality, and effective school leadership; and
- Providing resources, professional contacts, and advisory services and strategic counsel to individuals and organizations that are championing education reform.

The Hunt Institute operates the following programs:

- Governors Education Symposiums Designed to bring the nation's governors together to engage in candid dialogue about critical challenges facing education. Each symposium examines a variety of core education issues, incorporating the latest research from nationally recognized experts and best practices from across the United States. Governors have extensive opportunities to interact with experts, share best practices from their states, and learn from their peers. The last symposium was held in 2013, and the next is scheduled for 2016.
- Hunt-Kean Leadership Fellows (HKLF) Working with governors highlighted the need to begin working with up-and-coming state officials sooner and, if possible, before they might consider running for governor or other high office. To address this gap and provide rising political leaders with the knowledge they need to cultivate smart and effective education reform agendas, the Hunt Institute launched the Hunt-Kean Leadership Fellows Program in 2014. Over the course of nine months and through on-site sessions, webinars, in-state sessions, school visits, and state-specific briefings, the program exposes fellows to the best research and analyses on innovative and successful education policies and practices; provides an environment that welcomes distinct views and fosters debate on multifaceted education issues; and introduces fellows to other

state and national political leaders who direct successful reform efforts in education. The Institute is currently recruiting its third cohort of Fellows.

- Holshouser Legislators Retreat (HLR). In 2003, the Hunt Institute launched the annual North Carolina Legislators Retreat. Initially conceived by former Republican and Democratic N.C. governors Jim Holshouser and Jim Hunt—and renamed for Holshouser in 2012—this meeting has provided legislators from both parties a unique opportunity to learn about education issues, to seek advice from state and national experts. The Institute makes a special effort to recruit the participation of legislative leaders and committee chairs, especially those charged with education oversight and appropriations.

The programs and activities of the Institute are supported by well-designed printed and web-based publications and videos.

Methodology

The Review Panel examined materials submitted by the Hunt Institute. Relevant documents are attached to this review memorandum. (Suggest the self-study and addenda)

On, July 30, 2015 the Review Panel met with the following Hunt Institute stakeholders: leaders of the Hunt Institute Foundation Board of Directors, Hunt Institute Executive Director and CEO, Hunt Institute Leadership Team, Hunt-Kean Leadership Fellows Team, Program and Communications Team, Fundraising and Business Administration and Student and Staff Interns.

In addition, individual Review Panel members had conversations with staff and other key Hunt Institute stakeholders to better understand Institute operations, programs and interactions with UNC-Chapel Hill.

The purpose of the review is to evaluate the work of the Hunt Institute according to University policy and to provide written findings and recommendations to Vice Provost Carol Tresolini. Specifically, the Review Panel was asked to examine the following areas:

- Mission, goals and objectives of the Hunt Institute, and their relationship to those of the university;
- Extent to which the Institute’s mission, goals, and activities are unique or duplicated elsewhere on campus or within the UNC system, including consideration of whether the Institute’s work could be accomplished effectively by another department or program;
- Degree of success in achieving the mission and meeting specific goals and objectives, as evidenced by stakeholder feedback;
- Significant accomplishments in the past five years in research, instruction, and/or public service and engagement;
- Quality and quantity of scholarly, instructional, and/or public service activity by faculty, professional staff, and students;
- Barriers to achievement of mission or goals;
- University and community partnerships;
- How and to what extent the center promotes interdisciplinary work;
- Quality of institutional relationships;
- Effectiveness of leadership, personnel, organizational structure, and administrative resources;
- Adequacy of financial resources—including amount and sources of funding (state and non-state)—and fiscal oversight;
- Vision for the future of the Institute, including program improvement plans.
- The viability of reducing state funding by 25% over a three-year period
- Implementation of plans to solicit outside funding, including soliciting funding from interested and supportive alumni and pursuing grant funding aligned with the Institute’s mission and purpose.

Findings

- The Hunt Institute does provide a national platform that helps to develop state leaders’ knowledge base with a priority of improving public education through the dissemination of best-practice educational policies and implementation strategies. The diverse array of

programs and publications of the Institute is complementary to educational policy and leadership engagement activities offered by UNC-Chapel Hill.

- The Hunt Institute is unique in its national approach and national network of state officials and experts – its offerings and capabilities are unique among the UNC-Chapel Hill community as well as other constituent institutions of the UNC System.
- The mission, goals, objectives and engagement focus of the institute are consistent with the mission and goals of the UNC-Chapel Hill, and the activities of the Institute provide a special platform for state and federal recognition of the University.
- The Hunt Institute has developed a national reputation for the high caliber of its work. It is credited by many national groups for its hand in helping states to adopt rigorous educational standards. Many sitting and former state governors, from both parties, credit the Hunt Institute for its involvement in helping to situate education as a high priority for their own administrations. The Institute is seen as developing a bi-partisan constituency of state leaders who have fluency in education policy and articulated interests in making demonstrated, improved achievement in educational outcomes a hallmark of their administrations.
- As a result of the sustained high quality of its programs, publications and networks, the Hunt Institute is well-regarded by national educational policy groups as a positive force for improved and demonstrated performance of public education systems.
- The Hunt Institute has worked to maintain a high degree of non-partisanship through insistence upon broad bi-partisan participation. This has been challenging over the past several years, and the Hunt Institute is to be commended for beginning the Hunt-Kean Fellows program which provides significant leadership cultivation and development opportunities for new state leaders. Institute staff are working to broaden bi-partisan participation for their NC programs.
- The Hunt Institute and the Hunt Institute Foundation have generated significant philanthropic support for their programs and are seen by the Gates Foundation, State Farm Foundation, and Carnegie Foundation as important strategic partners.

- The Hunt Institute does not conduct or commission original research. Rather it focuses its educational and leadership efforts on disseminating best-in-class educational policy and implementation practices.
- The Hunt Institute provides internship opportunities for undergraduate students from UNC-Chapel Hill and other UNC universities (currently one work study student and two student assistants). In 2015, in collaboration with a faculty member of the UNC-Chapel Hill School of Education and with support from State Farm, the Institute hired a PhD Fellow to support dissemination of educational policy. Over the years, several UNC-Chapel Hill faculty have made presentations at national Hunt Institute programs.
- Interactions with University faculty, students and staff should be strengthened significantly. Currently, no UNC-Chapel Hill faculty members have appointments with the Hunt Institute, and Hunt Institute staff who possess terminal degrees do not have faculty appointments.
- The Hunt Institute has an excellent professional staff and management team. The Executive Director is retiring December 2015. Plans are underway for the recruitment and selection of a new Executive Director and CEO.
- The Hunt Institute has an annual budget of approximately \$2.89 million, which is covered by grants and until now by the state appropriation. Any shortfalls in revenue to cover the budget are made up by drawing on the Foundation reserve. Currently, the Foundation has approximately \$3 million in reserves.
- External grants and other philanthropic support do not “flow through” UNC-Chapel Hill to the Institute. Rather, these funds are received by the Foundation and overhead expenses of the University are not supported by grant-related facilities and administrative funds. Also, grants or gifts awarded to the Institute are not factored into UNC-Chapel Hill’s fundraising statistics.
- Publications of the Institute do not indicate a relationship with the UNC-Chapel Hill.
- The Hunt Institute is scheduled to develop its next strategic plan as soon as a new Executive Director is on board. Until then and until Judith Rizzo’s retirement, the

Institute is building on its current work and engaging in conversations across multiple disciplines at UNC-Chapel Hill to help strengthen its ties to the University community.

Recommendations

The Hunt Institute is a unique unit of UNC-Chapel Hill, given its origin. It was established as a part of UNC General Administration with no affiliation with a system school and therefore with a significant degree of autonomy and latitude in developing its programmatic agenda. In the years before it was welcomed into UNC-Chapel Hill, that early orientation became the DNA of the organization and subsequently it continued its autonomous programmatic agenda, drawing on UNC-Chapel Hill from time to time for presenters for its programs and conferences and employing a few undergraduate students as interns and work-study students each year.

The Hunt Institute is now at an inflection point, given two significant changes in its operation: the pending retirement of its only director, Judith Rizzo, and the elimination of state support (~\$915K annually).

Given the timing of this review and in light of the legislative decision not to continue state support of the center, an interim director drawn from Institute staff (April White, COO) has been identified to begin January 1, 2016, and the search for the next director has been delayed until this review process has been completed.

The elimination of state support is an important development and has significant bearing on the Institute's future. In the near term, it requires immediate financial measures be undertaken to assure the stability, continuity and sustainability of the Institute and its programs. The Hunt Institute will need to assess the feasibility of adjusting recurring and one-time expenditures and finding additional new revenue to balance its budget and secure a sustainable financial future. Addressing this fiscal challenge will require leadership from the University, the Hunt Institute leadership team and the Hunt Institute Foundation Board of Directors to pull together and forge consensus around a direction forward.

Prior to final action of the NC General Assembly in September, with the hope that the budget would not be zeroed-out, the leadership of the Institute and Foundation expressed their strong desire to be fully integrated into UNC-Chapel Hill.

This is an ideal time for all parties to reaffirm this direction and propose a plan of interdisciplinary work and deep integration with UNC-Chapel Hill or to consider other possibilities: e.g., affiliating with another non-UNC-system-school organization or pursuing independent non-profit status. If one of the alternative paths is pursued, the staff of the Hunt Institute would no longer be state employees and time for a smooth transition to a new status would be required.

If the desire is to continue to be an institute of UNC-Chapel Hill, adhering to the requirements for same set forth by UNC General Administration Centers and Institutes Policy (UNC Policy 400.5 [R]), we recommend the following:

- Adjust operating expenses and increase revenues to reflect the elimination of state support and provide a funding plan that lays out long-term financial sustainability. Given the encompassing statutory language that precludes other General Fund support, the agreement between the Hunt Institute and the University should be reviewed to assure that the University's reasonable expenses are recovered.
- Grants supporting the Hunt Institute and its activities should flow through the University or on an exception basis, by agreement of UNC Chapel Hill, flow to the Hunt Institute Foundation. Overhead rates, negotiated with the grantors, should be used to help the University offset administrative and compliance costs.
- Consideration should be given to developing formal affiliations with UNC-Chapel Hill's College of Arts and Sciences, the School of Education and/or School of Government.
- Establish an academic advisory board drawn from the faculty of UNC-Chapel Hill and other institutions.
- A committee, consisting of a senior university official, tenured members of the faculty, and at least two members of the Hunt Institute Foundation should be constituted and charged to recruit and recommend the selection of the next Executive Director of the

Hunt Institute. Attention should be paid to sending forward for appointment an executive director who has experience both in leading an educational policy entity like the Hunt Institute and in leading an organization that is an integral part of its host institution through faculty engagement and mutually beneficial and engaged scholarship and programs. Ideally, the selected candidate would become a member of the UNC faculty. Consideration should be given to delaying the timing of the recruitment so the new Deans of the College of Arts and Science and School of Education could have meaningful input to the process.

- Publications of the Institute should reflect that it is a part of UNC-Chapel Hill and bear an official mark of the University.



**UNC Chapel Hill
Board of Trustees**

Annual Summary regarding the UNC Management Flexibility Agreement
(pursuant to UNC Policy Manual, Section 600.3.4 C.3.b.)

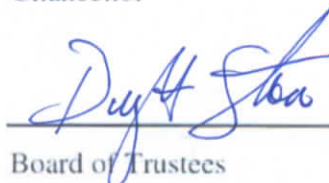
**Submitted to UNC General Administration
for Fiscal Year 2014-2015**

Reviewed and approved by:

 3/16/16
Chief Human Resources Officer Date

 3/15/16
Provost Date

 3/12/16
Chancellor Date

 3-24-16
Board of Trustees Date

INTRODUCTION

Pursuant to Section 600.3.4 C.3.b. of the UNC Policy Manual, the Board of Trustees of UNC Chapel Hill hereby provides to the UNC Board of Governors an annual summary of the personnel actions covered by its management flexibility agreement for fiscal year 2014-2015.

PART 1: SAAO Tier I Appointments, Salary and Non-Salary Compensation

SAAO Tier I Appointments	
<input checked="" type="checkbox"/>	Our compensation spreadsheet is attached to this summary.

SAAO Tier II salary ranges <i>(check one)</i>	
<input type="checkbox"/>	Our institution used the UNC GA published SAAO Tier II salary ranges for SAAO Tier II employees in FY 14-15.
<input checked="" type="checkbox"/>	Our SAAO Tier II salary ranges and methodology for FY 14-15 are attached.

EHRA IRPS salary ranges <i>(check one)</i>	
<input checked="" type="checkbox"/>	Our EHRA IRPS salary ranges listing and methodology for FY 14-15 are attached (or in lieu of the salary range listing, a disclosure on how individual ranges are derived is provided).
<input type="checkbox"/>	We did not have an established EHRA IRPS salary ranges listing and methodology during the FY 2014-15, but are now using the UNC GA published IRPS salary ranges.

PART 2: Conferral of Tenure

88	Number of faculty reviewed for tenure
80	Number of faculty granted tenure
14*	Number of new faculty hired with tenure

***These 14 are a subset of the 80 granted tenure above**

PART 3: Equity Analysis

Describe what efforts your institution has taken to monitor pay equity relevant to the employment of faculty and senior academic and administrative officers. <i>(You may attach additional supporting documents.)</i>	
2012	Date of most recent analysis of equity issues for faculty
3/5/2015	Date of most recent analysis of equity issues for SAAO Tier I
See attachments	

PART 4: Audit Findings

Did your institution's Office of Internal Audit report any significant audit findings to General Administration's Office of Compliance and Audit Services related to weaknesses in the internal control structure, deficiencies in the accounting records, non-compliance with rules and regulations, or any other instances where significant findings are identified?

<input type="checkbox"/>	NO	Our office of internal audit reported to General Administration's Office of Compliance and Audit Services no audit findings related to weaknesses in the internal control structure, deficiencies in the accounting records, non-compliance with rules and regulations, or any other instances.
<input checked="" type="checkbox"/>	YES	Our office of internal audit reported to General Administration's Office of Compliance and Audit Services significant audit findings. Below is a brief summary of the audit findings and actions that have been taken, or are to be taken, to address the noted deficiencies. <i>(You may attach additional supporting documents.)</i>

Report Name:

Special Review - Department of Neurology

Time and Effort (T&E) Reporting. Prior to fiscal year 2014, the department's payroll cost transfers were frequent. Many of the transfers were untimely, some occurring six-months or more after the original cost posted. Employees were often not added to, or removed from, awards promptly; delays were sometimes as much several months. Internal Audit saw cases where payroll costs continued to be charged to an award after it ended, and unallocable costs were subsequently adjusted rather than being removed. These circumstances showed a need for improved monitoring and management of payroll costs, particularly those charged to sponsored awards.

Status of Resolution:

As of the date of UNC-CH Internal Audit's last follow-up earlier the year, the University had made satisfactory progress toward correcting T&E issues. As of October 2015, 100% of the effort reports from the current cycle had been returned as had all reports from all prior cycles.

Board of Trustees - UNC Chapel Hill
Annual Summary to the UNC Board of Governors regarding the Management Flexibility Agreement
SAAO Tier 1 Salary and Non-Salary Compensation FY 2014-2015

Name	CUPA Classification Code	Senior Academic and Administrative Title	Date Hired into this SAOA Position	Salary as of		Percent Change in Salary	2014-2015 Salary Range		Non-Salary Compensation (in dollars)					
				06-30-2014	06-30-2015		Minimum	Maximum	Athletic Tickets	Club Membership	Clinical Fac Benefits	Moving Expenses	Temporary Housing	Personal Vehicle
Folt, Carol L.	101000: Chief Executive Officer, Single Inst	Chancellor	7/1/2013	\$ 520,000	\$ 520,000	0.0%	\$ 419,740	\$ 655,844						\$ 7,544
Dean, James W. Jr.	102000: Executive Vice Chancellor	Executive Vice Chancellor and Provost	7/1/2013	\$ 445,000	\$ 445,000	0.0%			\$ 2,156					\$ 10,561
Fajack, Matthew M.	107000: Chief Business Officer	Vice Chancellor Finance & Administration	6/9/2014	\$ 343,000	\$ 343,000	0.0%	\$ 207,600	\$ 324,375	\$ 2,156	\$ 165				\$ 6,770
Routh, David S.	113000: Chief Development/Adv Officer	Vice Chancellor for Development	10/17/2013	\$ 395,000	\$ 395,000	0.0%	\$ 284,000	\$ 443,750		\$ 6,694				\$ 1,139
Kielt, Christopher L.	129000: Chief Information/IT Officer	Vice Chancellor for IT & CIO	7/1/2013	\$ 330,000	\$ 330,000	0.0%	\$ 210,396	\$ 328,744	\$ 2,156	\$ 122				
Strohm, Leslie C.	137000: Chief Legal Affairs Officer	Vice Chancellor and General Counsel	7/31/2003	\$ 325,000	n/a	n/a	\$ 248,482	\$ 388,253						
Michalak, Sarah C.	139000: Chief Library Officer	University Librarian/Associate Provost	9/20/2004	\$ 240,814	\$ 246,630	2.4%	\$ 211,657	\$ 330,714	\$ 1,742					
Curran, Joel G.	141000: Chief Public Relations Officer	VC for Communications & Public Affairs	11/23/2013	\$ 300,000	\$ 324,000	8.0%	\$ 165,748	\$ 258,981	\$ 2,156	\$ 122				\$ 5,872
Entwisle, Barbara	143000: Chief Research Officer	Vice Chancellor for Research	3/25/2011	\$ 329,000	\$ 338,270	2.8%	\$ 255,414	\$ 399,084	\$ 2,156					
Crisp, Winston B.	145000: Chief Student Affairs/Stud Life Officer	Vice Chancellor, Student Affairs	5/10/2010	\$ 289,719	\$ 310,000	7.0%	\$ 198,912	\$ 310,800	\$ 2,156	\$ 122				
Gil, Karen M.	153040: Dean Arts and Sciences	Dean, Arts & Sciences	7/1/1995	\$ 292,000	\$ 304,600	4.3%	\$ 236,582	\$ 369,659						
Shackelford, Douglas A.	153060: Dean Business	Dean	2/1/2014	\$ 425,000	\$ 425,000	0.0%	\$ 329,000	\$ 514,063	\$ 1,742					
Weintraub, Jane	153100: Dean Dentistry	Dean, School of Dentistry	7/1/2011	\$ 329,000	\$ 337,180	2.5%	\$ 229,698	\$ 358,903	\$ 1,742		\$ 3,814			
McDiarmid, Grover W.	153120: Dean Education	Dean, School of Education	12/31/2008	\$ 246,000	\$ 252,120	2.5%	\$ 194,786	\$ 304,354						
Smith, Michael R.	153180: Dean Government/Public Affairs/Public Policy	Dean, School of Government	7/1/1978	\$ 273,174	\$ 280,769	2.8%	\$ 220,182	\$ 344,035	\$ 1,742					
Matson, Steven W.	153190: Dean Graduate School	Dean, Graduate School	7/1/1983	\$ 205,100	\$ 210,802	2.8%	\$ 218,089	\$ 340,764	\$ 1,742					
King, Susan R.	153240: Dean Journalism and Mass Communication	Dean, Journalism and Mass Communication	1/1/2012	\$ 251,900	\$ 257,638	2.3%	\$ 130,764	\$ 204,318	\$ 1,742					
Boger, John C.	153250: Dean Law	Dean, School of Law	7/1/1990	\$ 328,756	\$ 336,631	2.4%	\$ 297,873	\$ 465,426						
Marchionini, Gary J.	153260: Dean Library Sciences	Dean, School of Info & Libr Science	7/1/1998	\$ 246,600	\$ 253,398	2.8%	\$ 182,759	\$ 285,561	\$ 1,742					
Roper, William L.	153280: Dean Medicine	Dean, School of Medicine	7/1/1997	\$ 600,897	\$ 938,902	56.3%	\$ 600,897	\$ 938,902						
Havens, Donna S.	153300: Dean Nursing	Interim Dean, School of Nursing	7/1/2014	n/a	\$ 200,442	n/a	\$ 186,911	\$ 292,049	\$ 2,658					

Board of Trustees - UNC Chapel Hill
Annual Summary to the UNC Board of Governors regarding the Management Flexibility Agreement
SAAO Tier 1 Salary and Non-Salary Compensation FY 2014-2015

Name	CUPA Classification Code	Senior Academic and Administrative Title	Date Hired into this SAAO Position	Salary as of		Percent Change in Salary	2014-2015 Salary Range		Non-Salary Compensation (in dollars)					
				06-30-2014	06-30-2015		Minimum	Maximum	Athletic Tickets	Club Membership	Clinical Fac Benefits	Moving Expenses	Temporary Housing	Personal Vehicle
Swanson, Kristen	153300: Dean Nursing	Dean, School of Nursing	8/1/2009	\$ 279,200	n/a	n/a	\$ 186,911	\$ 292,049						
Blouin, Robert A.	153330: Dean Pharmacy	Dean, School of Pharmacy	7/1/2003	\$ 294,345	\$ 303,425	3.1%	\$ 229,698	\$ 358,903	\$ 1,742					
Rimer, Barbara K.	153350: Dean Public Health	Dean, School of Public Health	1/1/2003	\$ 324,524	\$ 333,510	2.8%	\$ 297,452	\$ 464,768						
Richman, Jack M.	153380: Dean Social Work	Dean, Social Work	10/1/1983	\$ 267,753	\$ 273,331	2.1%	\$ 141,642	\$ 221,316						
Yopp, Jan J.	153390: Dean Special Programs	Dean, Summer School	8/1/1977	\$ 189,779	\$ 193,855	2.1%	\$ 130,764	\$ 204,318						
Washington, Felicia A.	999999: No CUPA Match	VC, Workforce Strategy, Equity & Engmt	2/1/2014	\$ 343,000	\$ 343,000	0.0%			\$ 2,156					

NOTES:

Methodology for Establishing EHRA Non-Faculty Salary Ranges (SAAO Tier II & Instructional, Research, and Public Service Positions)

Background

Pursuant to UNC General Administration (GA) Policy 600.3.4, "Granting of Management Flexibility to Appoint and Fix Compensation," the University has established market salary ranges for all EHRA non-faculty Senior Academic and Administrative Officer (SAAO) Tier II positions. The University's Compensation Program for SAAO Tier II positions is designed to provide competitive salaries in order to attract and retain the very best talent and expertise. The Office of Human Resources partnered with Aon Hewitt, a global HR consulting firm with in-depth expertise in compensation plan design, in order to assist with the development of UNC-Chapel Hill's SAAO Tier II compensation program.

Compensation Structure

The EHRA Non-Faculty Compensation Program features a structure that includes defined job families, job levels, and a series of salary rates through which managers can evaluate and implement compensation decisions for EHRA non-faculty employees.

Job Families

The program groups individual positions with similar responsibilities and job content into 16 defined job families, as follows:

- Senior Executives (Associate Vice Chancellors, Vice Provosts and Associate Provosts) (Job Family AA)*
- Academic Administration and University Programs (Job Family A)
- Business and Finance (Job Family B)
- Clinical Administration (Job Family C)
- External Affairs/Development (Job Family D)
- Human Resources (Job Family E)
- Information Technology (Job Family F)
- Advising, Counseling and Student Support Services (Job Family J)
- Admissions, Recruitment and Financial Aid (Job Family K)
- Professional Librarians (Job Family L)
- University Attorneys (Job Family M)
- Centers and Institute Management (Job Family O)
- Instructional Support, Public Service and Extension (Job Family IPS)
- Social Sciences Research (Job Family SSR)
- Health Sciences Research (Job Family HSR)
- Physical Sciences Research (Job Family PSR)

Job Levels

Within each job family, there are between three and four individual job levels which help to further differentiate positions based on scope, complexity and specialized skill requirements. The following factors are among those used to assign each position within a job family to its most appropriate job level:

- size of work unit
- span of authority (unit/school/campus)
- scope of responsibility (including consequence of error and independent decision making)
- supervisory/managerial responsibility
- comparison to other relative positions
- policy/program development responsibility
- fiscal and/or administrative oversight and supervision

Compensation Rates

For each unique job family and job level combination, there is a series of compensation rates intended to inform individual compensation decisions. These rates are as follows:

- The minimum salary defines the minimum compensation level assigned to positions at a specific job family and job level.
- The maximum salary defines the maximum compensation level assigned to positions at a specific job family and job level.
- The reference rate is an aggregate of similar jobs at the 75th percentile in the outside labor market and represents an approximate midpoint of the assigned salary range for each job level. The reference rate is not intended as a formal limit for salary decisions in hiring or when deciding on a proposed salary increase for existing employees. Some employees will be paid below or at the reference rate and others above it based on a variety of factors.

Approach

The SAAO Tier II compensation design uses blended data from a total of twenty salary surveys in higher education, non-profits, and the for-profit sector. Survey sources were blended to develop a composite market rate for the various job families. The reference rate for each pay band within this structure represents the 75th percentile for that particular job family and consistent range spreads from job level to job level across job families. The salary survey sources utilized by UNC Chapel Hill and Aon Hewitt to support the design of our compensation structure include the following:

- CUPA Carnegie Doctoral Granting
- Edu Comp (Western Management Group)-Higher Education
- Aon Hewitt Total Compensation Measurement – General Industry and Retail Cash Compensation by Industry: Executive

- Aon Hewitt Total Compensation Measurement – General Industry and Retail Cash Compensation by Industry: Management & Professional,
- American Society of Association Executives (ASAE),
- Council on Foundations: Grantmakers Salary and Benefits Report (COF),
- Gartner Inc.: IT Market Compensation Study,
- Mercer - Marketing and Communications Survey (MHRC 0 CMC),
- Mercer – Executive Survey (MHRC – EC)
- Mercer - Integrated Health Networks Survey – Module 5 Healthcare Provider Individual Contributor (MHRC – IHN-IND)
- Mercer - Integrated Health Networks Survey - Module 4A Healthcare Provider System Executives and Management
- Mercer – Information Technology Survey (MHRC – IT)
- Mercer – Metropolitan Areas Report Southeast Central Region (MHRC – MBC – SE)
- PRM Consulting, Inc: Management Compensation Report – Not-For-Profit Organizations (PRM – NP)
- Sullivan, Cotter and Associates, Inc.: Survey of Manager and Executive Compensation in Hospitals and Health Systems (SC – HOSP)
- Total Compensation Solutions (TCS): Not-for-Profit Compensation Survey (TCS – NFP),
- Towers Watson: Survey Report on Administrative Professional Compensation (TW – ADP),
- Towers Watson: Survey Report on Supervisory and Middle Management Compensation Survey
- Towers Watson: Survey Report on Top Management Compensation

Salary Setting Guidelines

Specific salary amounts for individual employees are determined by management based on a variety of relevant factors, including:

- Available financial resources
- Acquired knowledge, skills and experience
- Employee performance
- Possession of an advanced degree or professional credentials that enhance the ability to perform required duties of the position
- Internal equity
- Retention or replacement of employees
- Relation to reference rate

Employees hired after January 1, 2013 are not permitted to fall below their assigned range minimum. The salary maximums are a formal limit that may not be exceeded unless the appropriate Dean/Vice Chancellor requests an exception based on a critical University business need. The exception request will require approval by the Chancellor or designee and, depending on the amount, pre-approval by the Board of Trustees.

Compensation Program for EPA Non-Faculty Employees (Instructional, Research and Public Service and SAAO Tier II)

POLICY STATEMENT

The University's EPA Non-Faculty Compensation Program for Instructional, Research and Public Service (IRPS) and Senior Academic and Administrative Officer (SAAO) Tier II positions ("EPA Non-Faculty Compensation Program") is designed to provide competitive salaries in order to attract and retain the very best talent and expertise as [EPA non-faculty employees](#). The program goals include promoting internal equity and fairness, assuring good stewardship of University and State resources, and enabling managers to assign compensation that meets and, if appropriate, leads relevant external labor markets.

AUDIENCE

This policy defines the compensation plan for EPA non-faculty IRPS and SAAO Tier II employees. This program excludes SAAO Tier I positions (e.g., Vice Chancellors, Deans), since compensation for these positions is prescribed by UNC General Administration on a position-by-position basis.

POLICY DETAILS

Compensation Structure

The EPA Non-Faculty Compensation Program features a structure that includes [job families](#), [job levels](#) and a series of salary rates through which managers can evaluate and implement compensation decisions for EPA non-faculty employee

Job Families

The program groups individual positions with similar responsibilities and job content into 16 defined job families, as follows:

- Senior Executives (Associate Vice Chancellors, Vice Provosts and Associate Provosts) (Job Family AA)
- Academic Administration and University Programs (Job Family A)
- Business and Finance (Job Family B)
- Clinical Administration (Job Family C)

- External Affairs/Development (Job Family D)
- Human Resources (Job Family E)
- Information Technology (Job Family F)
- Advising, Counseling and Student Support Services (Job Family J)
- Admissions, Recruitment and Financial Aid (Job Family K)
- Professional Librarians (Job Family L)
- University Attorneys (Job Family M)
- Centers and Institute Management (Job Family O)
- Instructional Support, Public Service and Extension (Job Family IPS)
- Social Sciences Research (Job Family SSR)
- Health Sciences Research (Job Family HSR)
- Physical Sciences Research (Job Family PSR)
- Unassigned (includes Athletic Coaches and other exceptional circumstances where a position falls outside the existing compensation structure) (Job Family X)

The appropriate School/Division Human Resources Officer and the Office of Human Resources (OHR) can provide guidance to managers and department heads in determining the most appropriate job family for any individual position.

Job Levels

Within each job family, there are individual job levels which help to further differentiate positions based on scope, complexity and specialized skill requirements. The following factors are among those used to assign each position within a job family to its most appropriate job level:

- size of work unit
- span of authority (unit/school/campus)
- scope of responsibility (including consequence of error and independent decision making)
- supervisory/managerial responsibility
- comparison to relative positions as appropriate
- nature and scope of research
- policy/program development
- research/academic impact
- fiscal and/or administrative oversight and supervision

The appropriate School/Division Human Resources Officer and OHR can provide guidance to managers and department heads in determining the most appropriate job level for any individual position.

Compensation Rates

For each unique job family and job level combination, there is a series of compensation rates intended to inform individual compensation decisions. These rates are as follows:

- The minimum salary defines the minimum compensation level assigned to positions at a specific job family and job level; exceptions to the minimum salary are noted in this policy.
- The maximum salary defines the maximum compensation level assigned to positions at a specific job family and job level; exceptions to the maximum salary are noted in this policy.
- The salary range represents the range of compensation between the defined minimum and maximum salary amounts.
- The reference rate is an aggregate of similar jobs at the 75th percentile in the outside labor market and represents an approximate midpoint of the assigned salary range for each job level. The reference rate is not intended as a formal limit for salary decisions in hiring or when deciding on a proposed salary increase for existing employees. Some employees will be paid below or at the reference rate and others above it based on a variety of factors as set out below.

Salary Setting Guidelines and Procedures

Factors in Determining Salary Amounts

Setting a specific salary amount is dependent upon a variety of factors which must be considered by departmental management in consultation with their School/Division HR Officer and OHR. These factors include, but are not limited to

- available budgetary resources
- acquired knowledge, skills and experience
- employee performance
- possession of an advanced degree or professional credentials that enhance the ability to perform required duties of the position
- scarcity and uniqueness of employee skills and abilities in the context of the greater job market

- internal equity
- retention or replacement of employees
- relation to reference rate

Minimum and Maximum Salary Limits

- New hires and salary actions for existing EPA non-faculty SAAO Tier II employees *on or after January 1, 2013*, shall **not** fall below the applicable minimum salary or exceed the applicable maximum salary based on the assigned job family and level, absent a specific exception permitted by this policy.
- New hires and salary actions for existing EPA non-faculty IRPS employees *on or after July 1, 2014*, shall **not** fall below the relevant minimum salary or exceed the applicable maximum salary based on the assigned job family and level, absent a specific exception permitted by this policy.
- There is **no** requirement that employees hired prior to the above dates whose salaries fall below the applicable minimum salary be immediately moved to the minimum salary. However, the relevant Department and School/Division management should consider moving the employee to or above this minimum salary within some defined timeframe based on available budgetary resources. Salary adjustments in this case should follow standard OHR procedure for salary increase requests (see Out-of-Cycle Salary Increase Requests for EPA Non-Faculty).
- There is **no** requirement or intention that employees hired prior to the above dates whose salaries exceed the applicable maximum salary have any reduction in salary. However, any future proposed salary increases for such individuals that exceed the applicable maximum salary are subject to the specific provisions and required approvals as set forth in this policy.

Exceptions to Maximum Salaries

Exceptions to maximum salaries may be requested using the Faculty & Non-Faculty Salary Adjustment/Supplement form and are subject to the following approvals:

- For EPA non-faculty SAAO Tier II positions, the maximum salary may only be exceeded when justified by critical University business need. Such exceptions must be approved by the Vice Chancellor for Workforce Strategy, Equity and Engagement **and** the Chancellor.

Salary requests that are both 10% and \$10,000 above the established maximum salary must also receive the approval of the Board of Trustees.

- For EPA non-faculty IRPS positions, the maximum salary may only be exceeded when justified by critical University business need. Such exceptions must be approved by the submitting unit's Dean or Vice Chancellor **and** the Vice Chancellor for Workforce Strategy, Equity and Engagement.
- For positions assigned to the research job families (SSR, HSR, PSR), the job level maximum may be exceeded, for either a new hire or an existing employee, up to the reference rate of the next highest job level within the same job family. This exception is intended to address the unique demands of the research enterprise and the dynamic nature of individual research projects, especially when movement of an individual position to the next highest job level is not justified. This exception should be based on essential operational or business need and must receive the approval of the relevant Department Head **and** the requesting unit's applicable Dean or Vice Chancellor.

Changes in Job Family Assignment or Job Level

During the normal course of business, changes in employee responsibilities or job content may make it necessary to reassess and possibly reassign a given position to a different job family or job level, which in turn may drive changes in compensation.

If an EPA non-faculty position is subject to substantial change in job duties or reporting relationship, the position description should be updated and the changes reflected in the enterprise Human Resources system. The School/Division Human Resources Officer and OHR can then review these documented changes to determine if any change in job family or job level is necessary.

Not every change in position duties or addition of new job responsibilities will necessarily merit a change in assigned job level or job family. Each circumstance will be reviewed individually using the factors outlined in this policy.

Authority to Appoint and Fix Compensation

Pursuant to [UNC General Administration \(GA\) Policy 600.3.4](#), "Granting of Management Flexibility to Appoint and Fix Compensation," the University has established market salary ranges for all EPA non-faculty positions:

- Salary ranges for EPA non-faculty SAAO Tier II positions are approved by the Board of Trustees as required by GA policy.
- Salary ranges for EPA non-faculty IRPS positions are established by OHR.

OHR is delegated authority by the Chancellor to maintain and administer the salary range structure for all EPA non-faculty positions and to maintain policies and procedures to support implementation of this structure.

DEFINITIONS

EPA non-faculty employees: non-faculty employees exempt from the State Human Resources Act

job family: a group of individual positions with similar responsibilities and job content

job level: one of two or three individual levels used to differentiate positions within a job family based on scope, complexity and specialized skill requirements

maximum salary: the maximum compensation level assigned to positions at a specific job family and job level

minimum salary: the minimum compensation level assigned to positions at a specific job family and job level

reference rate: an approximate midpoint of the assigned salary range for each job level

salary range: the range of compensation between the defined minimum and maximum salary amounts

REASON FOR POLICY

Pursuant to UNC General Administration (GA) Policy 600.3.4, "Granting of Management Flexibility to Appoint and Fix Compensation," this policy establishes market salary ranges for all EPA non-faculty IRPS and SAAO Tier II positions.

ROLES AND RESPONSIBILITIES

Board of Trustees: for EPA non-faculty SAAO Tier II positions, approves salary requests that are both 10% and \$10,000 above the established maximum salary; approves salary ranges for EPA non-faculty SAAO Tier II positions.

Chancellor: for EPA non-faculty SAAO Tier II positions, approves salary requests above the established maximum salary; some of these also require approval from the Board of Trustees.

Dean or Vice Chancellor: for EPA non-faculty IRPS positions, approves salary requests above the established maximum salary

Department Head: for positions assigned to research job families (SSR, HSR, PSR), approves requests for salaries above the established maximum salary

Office of Human Resources (OHR): provides guidance to managers and department heads in assigning job families, job levels, and salary amounts; reviews documented changes to position descriptions to determine if any change in job family or level is indicated; establishes salary ranges for EPA non-faculty IRPS positions; maintains and administers EPA Non-Faculty Compensation Program as well as policies and procedures supporting its implementation.

School/Division Human Resources Officer: provides guidance to managers and department heads in assigning job families, job levels, and salary amounts; reviews documented changes to position descriptions to determine if any change in job family or level is indicated.

Vice Chancellor for Workforce Strategy, Equity and Engagement: for EPA non-faculty IRPS positions, approves salary requests above the established maximum salary; for EPA non-faculty SAAO Tier II positions, approves salary requests above the established maximum salary.

Responsible Office

Office of Human Resources, EPA Non-Faculty

Responsible Officer

Vice Chancellor for Workforce Strategy, Equity and Engagement

RELATED REGULATIONS, STATUTES, AND RELATED POLICIES

[Out-of-Cycle Salary Increase Requests for EPA Non-Faculty](#)

[UNC General Administration \(GA\) Policy 600.3.4](#)

EHRA Non-Faculty Salary Structure (SAAO Tier II and IRPS)

Band	Job Family	Level	Min	Reference Rate	Max	Job Family Definition
AA 1	Unused ~ Reserved for Future Use	I		Unused		Positions in this job family are senior-level administrators with University-wide scope and are assigned titles at the level of Associate Vice Chancellor, Associate Provost, and Vice Provost.
AA 2	Associate Vice Chancellors, Associate Provosts, Vice Provosts	II	\$128,100	\$204,900	\$300,400	
A1	Academic Administration/University Programs	I	\$81,800	\$106,300	\$130,900	Positions in this job family typically provide leadership for campus-wide administrative functions and/or unique academic and/or university programs. Positions are typically responsible for the leadership of functions unique to the higher-education setting. Positions in this family also include staff physicians providing clinical healthcare services on campus-wide level (e.g. Campus Health Services)
A2	Academic Administration/University Programs	II	\$109,200	\$152,900	\$196,600	
A3	Academic Administration/University Programs	III	\$125,000	\$187,500	\$250,000	
B1	Business & Finance	I	\$91,800	\$119,400	\$146,900	Positions in this job family typically plan, oversee, and administer all aspects of the business operations and financial functions at the School/College/Division or University-wide level and exercise substantial independent decision making with regard to management and allocation of resources.
B2	Business & Finance	II	\$104,400	\$146,200	\$187,900	
B3	Business & Finance	III	\$125,500	\$188,200	\$251,000	
C1	Clinical Administration	I		Unused		Positions in this job family typically manage all non-medical aspects of a clinical department in the School of Medicine including financial management, revenue management, human resources, sponsored research, facilities, and clinical operations. These positions are typically assigned titles of Assistant or Associate Department Chair.
C2	Clinical Administration	II	\$90,600	\$131,400	\$172,100	
C3	Clinical Administration	III	\$93,200	\$144,500	\$195,700	

The Chancellor or his/her designee may approve exceptions of no more than 10% and \$10,000 above any salary range maximum with appropriate justification. Exceptions which exceed 10% and \$10,000 of any salary range maximum must receive pre-approval of the Board of Trustees (BOT).

Revised 6/10/2014

EHRA Non-Faculty Salary Structure (SAAO Tier II and IRPS)

Band	Job Family	Level	Min	Reference Rate	Max	Job Family Definition
D1	External Affairs/Development	I	\$59,200	\$76,900	\$94,700	Positions in this job family are typically involved in the following: cultivation and solicitation of donors; activities that build and enhance relationships between the University and external constituencies; and development and dissemination of information about the University.
D2	External Affairs/Development	II	\$68,800	\$96,300	\$123,800	
D3	External Affairs/Development	III	\$96,300	\$144,400	\$192,600	
D4	External Affairs/Development	IV	\$132,100	\$211,300	\$290,600	
E1	Human Resources	I	Unused			Positions in this job family typically manage and direct the University's human resources programs including employment and staffing, compensation and benefits, employee relations, and equal employment opportunity. This job family also includes HR leads at the School/College/Division-level when they qualify for EPA status.
E2	Human Resources	II	\$73,900	\$103,400	\$133,000	
E3	Human Resources	III	\$90,700	\$136,000	\$181,400	
F1	Information Technology	I	\$100,200	\$130,300	\$160,300	Positions in this job family typically direct information technology-related functions either at a University-wide level or at the School/College/Division-level when they qualify for EPA status.
F2	Information Technology	II	\$111,400	\$156,000	\$200,500	
F3	Information Technology	III	\$116,900	\$175,400	\$233,800	

The Chancellor or his/her designee may approve exceptions of no more than 10% and \$10,000 above any salary range maximum with appropriate justification. Exceptions which exceed 10% and \$10,000 of any salary range maximum must receive pre-approval of the Board of Trustees (BOT).

Revised 6/10/2014

EHRA Non-Faculty Salary Structure (SAAO Tier II and IRPS)

Band	Job Family	Level	Min	Reference Rate	Max	Job Family Definition
K1	Admissions, Recruitment and Financial Aid	I	\$46,600	\$60,600	\$74,600	Positions in this job family include those that have authority to make admissions or financial aid decisions. Positions in this family focus on developing and implementing programs for student outreach, recruitment, and retention.
K2	Admissions, Recruitment and Financial Aid	II	\$57,400	\$80,400	\$103,300	
K3	Admissions, Recruitment and Financial Aid	III	\$96,800	\$145,200	\$193,600	
J1	Advising, Counseling and Student Support Services	I	\$33,700	\$46,400	\$59,000	Positions in this job family develop, direct and administer services for students and/or faculty that have a direct impact on the educational experience and/or campus life (e.g., career services; student housing; student conduct; student registration and records). Positions in this family also include academic advising & assessment, academic preparation & enhancement and counseling (clinical and developmental) & psychological services.
J2	Advising, Counseling and Student Support Services	II	\$51,200	\$74,300	\$97,300	
J3	Advising, Counseling and Student Support Services	III	\$75,800	\$117,500	\$159,200	
L1	Professional Librarian	I	Unused			
L2	Professional Librarian	II	Unused			
L3	Professional Librarian	III	Unused			
M1	University Attorneys	I	\$87,300	\$120,000	\$152,800	Positions in this job family provide campus-wide legal services.
M2	University Attorneys	II	\$114,200	\$165,600	\$217,000	
M3	University Attorneys	III	Unused			

The Chancellor or his/her designee may approve exceptions of no more than 10% and \$10,000 above any salary range maximum with appropriate justification. Exceptions which exceed 10% and \$10,000 of any salary range maximum must receive pre-approval of the Board of Trustees (BOT).

Revised 6/10/2014

EHRA Non-Faculty Salary Structure (SAAO Tier II and IRPS)

Band	Job Family	Level	Min	Reference Rate	Max	Job Family Definition
O1	Centers & Institute Management	I	\$95,600	\$124,300	\$153,000	Positions in this job family typically manage administrative units (centers and institutes) that promote research, teaching and public service and offer opportunities for faculty and students to engage in cross-disciplinary collaboration and initiatives. Positions are responsible for strategic planning, leadership and management of all Center operations and for the day-to-day programmatic, fiscal, and personnel decisions of the unit.
O2	Centers & Institute Management	II	\$120,000	\$168,000	\$216,000	
O3	Centers & Institute Management	III	\$124,000	\$186,000	\$248,000	
IPS1	Instructional Support, Public Service & Extension	I	\$45,200	\$62,200	\$79,100	Positions in this job family exercise professional expertise and discretion in determining the nature and content of instructional and public-service related activities and evaluation of the effectiveness of such activities; advise faculty and staff on instructional matters and direct or deliver programs which focus or extend the institution's academic resources and/or research products on addressing community, regional and national issues.
IPS2	Instructional Support, Public Service & Extension	II	\$60,900	\$88,300	\$115,700	
IPS3	Instructional Support, Public Service & Extension	III	\$86,100	\$133,400	\$180,800	
SSR1	Social Sciences Research	I	\$30,000	\$41,300	\$52,500	Positions in this job family provide expertise in the design, operation and analysis of research projects in the social sciences. <i>(Disciplines include psychology, sociology, education, and economics)</i>
SSR2	Social Sciences Research	II	\$43,000	\$62,400	\$81,700	
SSR3	Social Sciences Research	III	\$62,100	\$96,200	\$130,400	
SSR4	Social Sciences Research	IV	\$87,700	\$146,900	\$206,100	

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Revised 6/10/2014

EHRA Non-Faculty Salary Structure (SAAO Tier II and IRPS)

Band	Job Family	Level	Min	Reference Rate	Max	Job Family Definition
PSR1	Physical Sciences Research	I	\$30,000	\$43,365	\$55,125	Positions in this family provide expertise in the design, operation and analysis of research projects in the physical and computer science field. (Disciplines include biology, chemistry, computing science, physics and astronomy.
PSR2	Physical Sciences Research	II	\$45,125	\$65,520	\$85,785	
PSR3	Physical Sciences Research	III	\$65,205	\$101,010	\$136,920	
PSR4	Physical Sciences Research	IV	\$92,085	\$154,245	\$216,405	
HSR1	Health Sciences Research	I	\$32,700	\$44,900	\$57,200	Positions in this job family provide expertise in the design, operation and analysis of research projects in the medical sciences. <i>(Disciplines include animal science, biology, biochemistry, microbiology, epidemiology, zoology and in some cases chemistry)</i>
HSR2	Health Sciences Research	II	\$49,500	\$71,800	\$94,100	
HSR3	Health Sciences Research	III	\$71,400	\$110,600	\$149,900	
HSR4	Health Sciences Research	IV	\$100,800	\$168,900	\$236,900	
X	Coaches & Librarians					

The Chancellor or his/her designee may approve exceptions of no more than 10% and \$10,000 above any salary range maximum with appropriate justification. Exceptions which exceed 10% and \$10,000 of any salary range maximum must receive pre-approval of the Board of Trustees (BOT).

Revised 6/10/2014



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

**2012 FACULTY SALARY EQUITY
TASK FORCE REPORT**

Office of the Executive Vice Chancellor and Provost

2012 FACULTY SALARY EQUITY TASK FORCE REPORT

Presented to Executive Vice Chancellor and Provost Bruce Carney

The Faculty Salary Equity Task Force¹ was appointed and charged by Provost Bruce Carney with conducting a comprehensive study to determine if salary differentials existed by gender and race/ethnicity after controlling for factors that should be related to compensation. The analysis was a follow-up to a similar study of faculty salary equity in 2002. The Task Force was also charged with: (1) examining time to promotion for tenure track and tenured faculty, (2) analyzing the gender and race/ethnicity characteristics of new faculty hires, and (3) recommending policy and strategies for identifying and addressing inequities.

Salary Equity Study

Methodology

Consistent with the 2002 salary equity study and the recommendations of the Association of American University Professors (AAUP), multiple regression analysis was the primary statistical technique used to examine the effects of gender and race/ethnicity on faculty salaries after controlling for career-related factors that might explain any observed differences.

Data for the regression analysis were derived from the University's official Fall 2009 Personnel Data File, and included all permanent, full-time, active and on-leave-with-pay faculty as of September 30th of that year. Table 1 below displays the gender and race/ethnicity of the 3,116 faculty members in the study population.

Table 1: Salary Equity Study Population								
	Male	Female	White	African-Amer.	Asian	Hispanic	Native Amer.	Other
Academic Affairs (N=1,290)	781 60.5%	509 39.5%	1,044 80.9%	74 5.7%	103 8.0%	59 4.6%	9 0.7%	1 0.1%
School of Medicine (N=1,323)	776 58.7%	547 41.3%	1,092 82.5%	50 3.8%	141 10.7%	31 2.3%	4 0.3%	5 0.4%
Other Health Affairs (N=503)	232 46.1%	271 53.9%	396 78.7%	28 5.6%	61 12.1%	17 3.4%	1 0.2%	0 0.0%
TOTAL (N=3,116)	1,789 57.4%	1,327 42.6%	2,532 81.3%	152 4.9%	305 9.8%	107 3.4%	14 0.4%	6 0.2%

Regression Models

Separate regression models were developed for: (1) the Division of Academic Affairs, which included the College of Arts and Sciences and the schools of Business, Education, Government, Information and Library Science, Journalism and Mass Communication, Law, and Social Work; (2) the School of Medicine, consisting of departments in Clinical Medicine, Basic Sciences, and Allied Health Sciences; and (3) the Division of Health Affairs schools other than the School of Medicine, which included Dentistry, Nursing, Pharmacy, and Public Health.

The dependent variable was annual salary in dollars, adjusted for contract length (9 months in Academic Affairs and 12 months in Health Affairs). For the School of Medicine regression model, the dependent variable was 12-month base salary plus bonus payments from clinical services rendered during that fiscal year.

Each regression model included the same sets of independent variables that captured the faculty members' demographic backgrounds and various career-related factors:

- Demographics--Gender, race/ethnicity
- Education--Highest earned degree
- Experience and Service Length--Years since terminal degree, years at UNC-Chapel Hill, years prior to UNC-Chapel Hill, years in current rank.

- Professional Status--Appointment type (fixed term, tenure track/tenured), rank, administrative role, distinguished professorship
- Discipline--Indicators for each school/department.

Results

Descriptive statistics for the study population revealed the following:

Compared to male faculty, female faculty members were more likely to:

- Hold a fixed term appointment.
- Have the rank of assistant or instructor.
- Not hold a distinguished title.
- Have spent fewer years in their current ranks.
- Be in a lower-paying discipline area.

Compared to White faculty, faculty members from other racial/ethnic groups were more likely to:

- Be on tenure track, but not yet tenured.
- Hold rank below full professor.
- Have spent fewer years in their current ranks.

A summary of the regression analysis results is displayed below in Table 2. As observed in the 2002 Salary Equity Study, there were important consistencies across all populations examined in the current study. Each regression model was highly predictive of salaries, as evidenced by the finding that a significant portion (84%, 74%, and 75%, respectively) of the variability in faculty salaries was accounted for by the selected study variables. Across all populations and all models, the strongest predictors of salary were those variables that should be correlated with higher salaries (in descending order of magnitude):

- Specializing in a high paying discipline
- Being at the rank of full professor
- Holding a major administrator role, such as Associate Dean
- Having a distinguished title
- Holding another administrator role, such as department chair
- Having a tenure-track appointment as opposed to fixed-term.

After controlling for these factors in the regression model, gender and race/ethnicity did not make a significant addition to the percentage of variance in salaries already explained by these predictor variables. However, when comparing average salaries by gender and race/ethnicity after controlling for all other variables in the regression model, some differences were observed although the pattern and magnitude varied across units. On average, female faculty had lower salaries than male faculty in Academic Affairs, the School of Medicine, and the Other Health Affairs units. Results by race/ethnicity differed by unit. For example, African-American faculty had, on average, higher salaries than White faculty in Academic Affairs and Other Health Affairs units after controlling for other factors in the regression model, but the reverse was observed in the School of Medicine.

Table 2. Multiple Regression Analysis Results				
	Variance in Salaries Accounted for by Regression Model	Comparison Group	Salary Relative to Comparison Group After Controlling for Factors Used in the Regression Model	
Academic Affairs	83.6%	Male	Female	Lower
		White	African-American	Higher
			Asian	Higher
			Hispanic, Native American, Other	Lower
School of Medicine	74.1%	Male	Female	Lower
		White	African-American	Lower
			Asian	Lower
			Hispanic, Native American, Other	Lower
Other Health Affairs	75.4%	Male	Female	Lower
		White	African-American	Higher
			Asian	Lower
			Hispanic, Native American, Other	Higher

Although these regression models were all quite predictive, approximately 20% of the variability in faculty salaries was not explained by the independent variables in the analyses. This remaining variability might well be due to differences in the quality of faculty contributions that are not accounted for in these regression analyses. Most faculty salary increases are allocated among individuals based on merit, and it is quite likely that individual differences in productivity over time account for a great deal of the unexplained variance observed here.

Beyond the broad generalizations reported from this analysis, a more detailed, qualitative, case-by-case analysis must be performed by individuals who have context-specific knowledge of the faculty member's career history and professional performance. School/department-level analyses can focus on the individuals with large negative or positive disparities between their predicted and actual salaries to determine what productivity differences or other factors that could not be measured here might account for the observed gap.

Tenure and Promotion Study

Methodology

The employment histories of cohorts of newly hired tenure track assistant professors (1994-2003) and newly appointed tenured associate professors through hiring or promotion from assistant professor (1990-2000) were analyzed for evidence of sex and race/ethnicity differences in promotion rates and time-to-promotion that are not easily explainable by other factors.

Data for this study were derived from the University's Human Resources Data Warehouse, and supplemented and validated using the University's official Fall Personnel Data Files, payroll system extracts, hardcopy personnel files, and internet searches. Some historical information that might have provided a clearer picture of variations in individual faculty career progression did not exist in electronic form or had not been systematically maintained for the purpose of conducting statistical analyses. For example, incomplete data limited efforts to adjust time to tenure for personal leaves and tenure clock extensions for family-related obligations that disproportionately fall to females. Therefore, the reliability and validity of the findings reported here might have been compromised by the quality of data available for analysis.

Tenure/promotion rates and average time to promotion among those promoted were analyzed by gender, race/ethnicity, and academic unit. The Cox proportional hazards statistical model was used to examine differences in time to promotion as a function of gender and race/ethnicity after adjustment for important factors such as type of degree, experience, and discipline. Time to promotion was censored at the time that an individual resigned before being promoted. The reason for resignation could have been to take a more attractive position elsewhere or to seek alternative employment if promotion was unlikely. However, because the University has not consistently maintained data on place of employment after departure from UNC-Chapel Hill or on reasons for departure, the analysis could not account for these explanatory factors, which limits the usefulness of these findings of this study.

Results from Analysis of the 1994-2003 Assistant Professor Cohorts

Descriptive statistics for the tenure track assistant professor new hires are provided below.

Table 3: New Tenure Track Assistant Professors Hired, 1994-2003 Distribution by Gender and Race/Ethnicity							
	Male	Female	White	African- Amer.	Asian	Hispanic	Native Amer.
TOTAL (N=568)	342	226	456	28	67	14	3
	60.2%	39.8%	80.3%	4.9%	11.8%	2.5%	0.5%

Promotion Rates and Years to Promotion from Assistant to Associate Professor

For all assistant professors in this cohort, promotion to associate professor also included conferral of tenure. As shown in Table 4, overall gender differences in the probability of promotion were small (men 64.6% vs. women 60.2%). Promotion rates for Asian (65.7%) and White (63.2%) faculty were higher than for the combined group of African-American, Hispanic, and Native American faculty (55.6%). These patterns were similar for Academic Affairs and Health Affairs, although the overall probability of promotion was substantially lower in Health Affairs (53.7%) than Academic Affairs (71.9%). Statistical adjustments for other factors in the time to event analysis (terminal degree, experience, and division) did not have a large effect on these differences.

Table 4: Assistant Professors: Percent Promoted to Associate Within 7 Years, and Mean Years to Promotion						
	All	Male	Female	White	Asian	All Others Combined*
Hired	568	342	226	456	67	45
Promoted	357	221	136	288	44	25
Promotion Rate	62.9%	64.6%	60.2%	63.2%	65.7%	55.6%
Mean Years to Promotion	5.6	5.6	5.7	5.6	5.5	5.9
<i>*Includes African-American, Hispanic, and Native American.</i>						

Across all assistant professors that were promoted, time to promotion was similar for females and males. Mean years to promotion was somewhat shorter for White and Asian faculty than for the combined group of African-American, Hispanic, and Native American faculty. Some differences in these patterns were observed between Academic Affairs and Health Affairs. However, after statistically adjusting for other relevant factors (terminal degree, experience, division, etc.) the magnitude of all these differences was considerably reduced.

Results from Analysis of the 1990-2000 Associate Professor Cohorts

Descriptive statistics for the tenured associate professor cohorts are provided below.

Table 5: Tenured Associate Professors Appointed, 1990-2000 Distribution by Gender and Race/Ethnicity							
	Male	Female	White	African-Amer.	Asian	Hispanic	Native Amer.
TOTAL (N=535)	345	190	464	28	32	9	2
	64.5%	35.5%	86.7%	5.2%	6.0%	1.7%	0.4%

Probability of Promotion and Time to Promotion from Associate to Full Professor

Overall, the probability of promotion from associate to full professor within 10 years was lower for women (55.8%) than men (64.6%). This deficit was larger in Academic Affairs than in Health Affairs. Asian faculty had a higher rate of promotion within 10 years (75.0%) than White faculty (61.2%), and both groups had considerably higher rates than faculty in the combined group of African-American, Hispanic, and Native American (43.6%) faculty.

Table 6: Associate Professors: Percent Promoted to Full Professor Within 10 Years, and Mean Years to Promotion						
	All	Male	Female	White	Asian	All Others Combined*
Hired	535	342	190	464	32	39
Promoted	325	221	106	284	24	17
Promotion Rate	60.7%	64.6%	55.8%	61.2%	75.0%	43.6%
Mean Years to Promotion	5.5	5.6	5.8	5.6	4.8	5.9
<i>*Includes African-American, Hispanic, and Native American.</i>						

Among faculty members who were promoted to full professor, mean years to promotion was similar for males (5.6) and females (5.8). However, when compared by race/ethnicity, Asian faculty (4.8) achieved promotion to full professor nearly a year sooner than White faculty (5.6) and those from the combined group of African-American, Hispanic, and Native American faculty (5.9). These patterns were observed in both Academic Affairs and Health Affairs. These differences were essentially unchanged when statistically adjusted for other relevant factors in the time to event analysis (terminal degree, prior experience, and division).

Hiring Study

The Faculty Salary Equity Task Force examined hiring patterns of traditionally underrepresented minority faculty between 1994 and 2003, and the effects of the diversity programs implemented during that time.

Current Minority Initiatives

The Carolina Postdoctoral Program for Faculty Diversity (CPPFD), under the auspices of the Office of the Vice Chancellor for Research, was established in 1983 to develop scholars from underrepresented groups for possible tenure track

appointments at UNC-Chapel Hill and other research universities throughout the nation. The program has grown to a continuing class of 10 scholars who serve two-year postdoctoral appointments in the College of Arts and Sciences and the professional schools. As of July 2011, 151 scholars have participated in the program; 24% were subsequently hired by the University and 19% were still employed by the University.

The Simmons Scholar Program was established in 1994 to improve faculty diversity in the School of Medicine. In 2006, the School of Medicine reported that the program had been the single most successful tool for bringing underrepresented minorities to the faculty. They recommended further support for the program and for publicizing its availability for recruiting faculty other than research-oriented assistant professors. Since 1994, 24 Simmons Scholars have been appointed, and of these, 14 remain employed by the School of Medicine.

The Provost's Target of Opportunity Diversity Initiative was established in 2001 to attract accomplished and talented new faculty members from all ranks and from underrepresented groups for tenure track [or tenured] appointments at UNC-Chapel Hill. The CPPFD fellows who have been hired by the University as faculty are appointed under the Provost's Target of Opportunity Diversity Initiative. Besides the CPPFD fellows reported above, 5 other faculty from minority groups were hired under this initiative between 1994 and 2003 and are still employed at the University.

Results

This analysis used the 568 new tenure track assistant professors hired by the University between 1994 and 2003 that were described in the Tenure and Promotion Study section of this report. A total of 39.8% of those new hires were female and 19.3% reported a race/ethnicity other than White (see page 5 for a detailed gender and race/ethnicity breakdown of this population).

The hiring patterns during this time period for the three largest academic units are described below. A notable percentage of these hires had been fellows in the Carolina Postdoctoral Program for Faculty Diversity (CPPFD) or appointed via the Simmons Scholar Program or the Provost's Target of Opportunity Initiative.

- College of Arts and Sciences: Of the 210 new hires between 1994 and 2003, only 16 (7.6%) were from underrepresented race/ethnicity minority groups. Of these, 6 (37.5%) had come to the University via the CPPFD. More specifically, 77% of all African American and Native American new hires in the College between 1994 and 2003 had been fellows in this program.
- School of Medicine: Of the 216 new hires, only 12 (5.6%) were from underrepresented minority groups. Forty-four percent of all African American and Native American new hires in the School of Medicine were either targeted hires, Simmons Scholars, or had been fellows in the CPPFD.
- School of Public Health: Of the 38 assistant professors hired during this period, 12 or 31.6% were minorities, one of which was appointed via the Provost's Target of Opportunity Initiative.

More recently, the impact of the CPPFD, the Provost's Target of Opportunity Initiative, and the Simmons Scholars Program can be seen in the increase in the percentage of minority assistant professors among all assistant professors at UNC-Chapel Hill from 21% in Fall 2003 to 29% in Fall 2009. During this time period, Asians increased from 12.1% to 14.8%, African Americans increased from 5.3% to 7.3%, Hispanics increased from 2.6% to 6.4%, and Native Americans increased from 0.5% to 1.4% of all assistant professors at the University.

SUMMARY OF RECOMMENDATIONS

1. A study of this type should be done in the individual Schools on a rolling basis, with periodic re-evaluation of the regression model (perhaps every five years).
2. The Provost should appoint a task force comprising predominantly persons from outside the School of Medicine to investigate salary allocation practices in the School of Medicine, especially the Clinical Medicine departments, to identify the reasons behind the differences in salary by gender and race/ethnicity revealed in this study.
3. The unit head responsible for salary allocation for any faculty member whose salary deviates by 1.5σ or more (in either direction) from the value predicted by the regression analysis should be asked to justify the salary (in writing) to the Provost.
4. These explanations should be examined by a committee appointed by the Provost for this purpose.
5. The Provost should direct the Appointments, Promotion and Tenure (APT) committee to investigate evaluation and promotion practices in Academic Affairs to identify the reasons behind the differences in promotion rates by gender and race/ethnicity revealed in this study.

6. The Deans of the various Schools should direct departments and other hiring units within their schools to increase their efforts to recruit more minority applicants to apply for national searches.
7. Programs to foster the hiring of underrepresented minorities to the faculty should be further supported and expanded by the University.
8. The personnel record for each faculty member should contain a "compensation transcript," similar in spirit to the academic transcript kept for each student who attends the University. The "compensation transcript" should include the following items in addition to the conventional records:
 - a. information regarding extensions of the probationary period
 - b. information about the start-up package
 - c. information about assignment of specific research space (where relevant) via a link to the eSPOTS database
 - d. nominations to distinguished professorships
 - e. information about outside offers and retention efforts
 - f. RVUs (for Health Affairs faculty with clinical responsibilities)
9. Records for faculty members who came to UNC in or after 1980 should be transferred to the new personnel record system when it becomes available.
10. All academic units should be directed to include information about the destination of departing faculty members in the End of Employment form.

ⁱ Faculty Salary Equity Task Force members included: Laurie McNeil, Chair, College of Arts and Sciences; Ada Adinora, School of Medicine; Amy Herring, School of Public Health; David Garcia, Douglas Kelly, and Abigail Panter, College of Arts and Sciences; David Parker, University Counsel; and Lynn Williford, Office of Institutional Research and Assessment.

Salary Analysis for EPA Non-Faculty Tier 1 and Tier 2 Administrators

University of North Carolina at Chapel Hill

Background

This report summarizes the results of a preliminary analysis of the salaries of EPA Non-Faculty Tier 1 and Tier 2 administrative employees at UNC-Chapel Hill. The purpose was to identify any patterns that should be further evaluated to determine if observed salary differences were associated with race/ethnicity or gender.

The UNC System Board of Governors classifies Senior Academic and Administrative Officers (SAAO) into two categories. Tier 1 positions at UNC-Chapel Hill (N=25) include the Chancellor, Executive Vice Chancellor and Provost, other vice chancellors, and deans. All other SAAO positions are categorized as Tier 2, which at UNC-Chapel Hill includes 320 professionals who lead a wide variety of organizations and operations across campus. Examples include associate and assistant vice chancellors, provosts, and deans; University attorneys; development officers; directors of academic centers, operational units, student services offices; and central financial managers.

The Office of Human Resources extracted salary, demographic, and position information from the University's employee records system on the individuals holding these positions as of early February 2015. The data were analyzed by the Office of Institutional Research and Assessment.

The small number of Tier 1 administrators limited the analysis to simple comparisons of individual salaries to external benchmarks for each position. The larger group of Tier 2 employees permitted the use of multiple regression analysis to examine the relationship between salaries and race/ethnicity and gender after controlling for other personal and organizational characteristics.

However, it is important to note that data were not available to assess the likely effects of many other variables on the salaries of individual administrators. Among the relevant factors that could not be measured for this analysis are performance, salary history prior to being hired at UNC-Chapel Hill, retention increases, and scope of duties. Therefore, these results should be interpreted with caution due to the limitations of the analyses, and used primarily to suggest follow-up assessments of individual cases.

Tier 1 Employees

Each administrator's salary was compared to two external benchmarks established for the particular position held.

- "GA Maximum" – The maximum salary in the range established by UNC General Administration (GA) for each senior administrative position.
- "CUPA Carnegie Research Extensive Universities 80th Percentile" -- The salary that marks the 80th percentile of salaries for comparable positions collected by the College and Universities Personnel Association (CUPA) from institutions in the Carnegie classification of research extensive universities.

Executive Vice Chancellor and Provost, Vice Chancellor, and Other Positions

There was only one position identified with a salary that is less than 100% of both of its benchmarks. The salary of this position is only 80% of the GA Maximum benchmark compared to the range of 84% to 106% for the other positions in this group. The position's salary is 92% of the CUPA 80th Percentile benchmark, while the percentage ranged from 99% to 129% for the other positions.

Dean Positions

On average, the salaries of female deans were higher than those of males in relation to both the GA Maximum and CUPA 80th Percentile benchmarks (85% for females vs. 80% for males using the GA Maximum and 99% for females vs. 94% for males using the CUPA 80th Percentile).

Tier 2 Employees

This group is somewhat more diverse than the Tier 1 administrators in terms of race/ethnicity (15% vs. 8% non-white) and gender (60% vs. 33% female).

The benchmarks for Tier 2 positions were the mid-points of the salary ranges established by UNC General Administration (GA) for various job categories. The mean annualized salary for Tier 2 employees was \$125,686. On average, employee salaries were nearly 99% of the benchmark values corresponding to the position job categories.

Using the data available for this study, a regression analysis was designed to estimate the relationship of race/ethnicity and gender to salary after controlling for variables that should be associated with salary, such as education and career maturity. Annualized Salary was the dependent variable; the independent variables were Highest Earned Degree, Years Since Highest Earned Degree, Administrative Unit, the mid-point value of the GA salary range for each job category, Gender, and Race/Ethnicity.

The results showed that the independent variables accounted for nearly 80% of the overall variance in Annualized Salary.¹ The coefficient statistics represent the estimated association of each independent variable with Annualized Salary after controlling for all other variables in the model and the direction (+ or -) indicates whether the relationship is positive or negative. A significance level ("Sig") of less than .05 is generally used to estimate the statistical significance of the relationship. Results for group variables such as race/ethnicity, administrative units, etc., are interpreted in contrast to a designated category within the group. For example, each of the individual administrative units is compared to the Provost's organization in estimating its relationship to salary.

The overall results from the regression analysis may be summarized as follows:

- The midpoint of the salary range established by UNC GA for each position is the strongest predictor of salary in the model. This means that most of the differences in salaries across individual employees can be accounted for by the salary range assigned to their positions.
- Compared to employees whose highest earned degree is a bachelor's, employees with master's degrees earn about \$6,900 more and those with doctoral degrees earn about \$17,423 more per year, after controlling for all other variables.
- Career length, measured as Years Since Highest Earned Degree, was significantly related to salary after controlling for all other variables. On average, each additional year since the highest earned degree adds about \$493 to an individual's annual salary.
- The employee's organizational unit had no significant impact on annual salary, controlling for all other variables.

¹ This percentage of the variance in salary accounted for by this model is comparable to results obtained in prior faculty salary equity analyses.

- Gender and race/ethnicity did not make a meaningful contribution to the regression model after controlling for all other variables. These results suggest that demographic characteristics do not have a significant impact on annual salary over and above education level, years since degree, and the midpoint for the salary range established for the position.

OHR Summary

1. There were no statistically significant results from either the Tier I or Tier II analysis to suggest that salaries are influenced by gender or race/ethnicity after taking into account the salary range established for the position and other factors such as education level.
2. The Tier I position that was found to be below its peers in regards to both the GA Maximum and the CUPA 80th Percentile benchmarks will be further reviewed before any action is taken. Other variables (factors) not measured in this analysis include: Performance review; specialized skill sets; and job accountability. OHR will analyze these factors and any remaining disparities not explained by performance and position requirements may be addressed in the July 2015 ARP.
3. Although there were no statistically significant findings related to gender and race/ethnicity in the Tier II analysis, there were a few trends that OHR will continue to monitor by periodically conducting similar analysis.

**UNC-Chapel Hill
Management Flexibility Report
Fiscal Year 2014/15
Personnel, Salary, or Payroll Internal Audit Findings**

Finding	Proposed Corrective Action
Report #477 - Environmental Sciences and Engineering, dated 08/05/14	
<p><u>Timekeeping Practices</u></p> <p>We found that, in some cases, hours worked were recorded inaccurately or late. As a result, some employees were paid incorrectly. Incorrect payroll charges can affect the accuracy of billing for sponsored awards or for services performed by recharge centers.</p> <ul style="list-style-type: none"> • In an effort to pay employees for work they performed before they were added to payroll, the Department made incorrect entries to the Time Information Management (TIM) system. As a result, several individuals were paid incorrectly in amounts ranging from an overpayment of \$1,500 to one employee to a \$165 under-payment to another; • Edit entries to move overtime hours to a different fund source or to comp time were not always done correctly resulting in incorrect account classifications of payroll costs and in some cases an incorrect payment to the employee; • The overtime policy was not administered correctly in pay periods with a holiday for some employees. Hours worked over the standard eight hours day during a holiday week were moved to a non-holiday week and paid at the overtime rate when they should have been paid at the regular rate; • There were no lunch breaks for employees resulting in overtime being earned on a routine and often weekly basis. Of the 20 employee timecards reviewed, nine did not record a lunch break and five did not consistently report a lunch break; • Teleworking agreements were not on file for employees who were logging hours from IP addresses in remote locations; • Commute time was being recorded as work time for one of the employees reviewed; and 	<p>The Department has created an overtime policy to guide supervisors and employees when addressing comp time and overtime. This policy requires documentation and supervisor approval for employees working beyond 40 hours in a work week.</p> <p>The policy will be reviewed on an annual basis. Employees have been given instructions on the TIM system for recording time. We have implemented new procedures so that both the Department and the School's HR shared services staff have responsibility for reviewing TIM.</p> <p>TIM edits/adjustments are also now done by the School's IIR shared services staff. A short guide designed for new temporary and student employees, which informs them of pertinent time keeping requirements, including information about what constitutes work time, is distributed by the School's HR shared services staff at the time of hire.</p> <p>The School's HR team will work on establishing best practices for TIM management. We will conduct refresher training on TIM management with the HR consultants and develop internal procedures to conduct spot audits of TIM to test our compliance and take any corrective actions that are needed. The School's HR staff have already worked on best practices with HR staff and will implement further training and procedures for spot audits by the end of calendar year 2014.</p>

**UNC-Chapel Hill
Management Flexibility Report
Fiscal Year 2014/15
Personnel, Salary, or Payroll Internal Audit Findings**

Finding	Proposed Corrective Action
<ul style="list-style-type: none"> Class time was being recorded as work time for one of the five student employees reviewed. 	
<p><u>Pre-selection in Hiring</u></p> <p>Although recruitment procedures for posting vacant positions were followed, candidates were informed which posting to apply for "with an implied understanding the position would be filled by them."</p> <p>We noted six positions that appeared to have candidates selected before the position was officially posted.</p>	<p>Most hiring is done by faculty investigators or directors of programs. Faculty and staff have been instructed (through faculty or staff meetings, respectively, as well as individually) that pre-selection of candidates is not permissible. The HR staff remind faculty of this policy when new recruitment opportunities occur and will continue to do so as a standard operating procedure.</p>
<p><u>Form I-9 Processing</u></p> <p>We found that Forms I-9 were not completed and processed timely. These forms must be completed no later than the day an employee starts work and submitted via E-Verify within three business days of the employee's start date.</p> <p>The Department was notified by the Office of Human Resources (OHR) that Forms I-9 were completed late for at least one employee each month from May 2012 to Feb 2013.</p> <p>We found other issues related to Form I-9 processing:</p>	<p>The department business manager has ensured this has been completed. I-9 processing responsibility has been moved to the Department's fiscal office under the supervision of the department business manager. Individuals in the fiscal office have taken additional training on I-9 policies and procedures. All I-9s are done electronically within the required timeline via LawLogix. Documentation is kept in LawLogix and no paper copies are retained in department files. The Department does not request specific documents and has ensured any I-9 paperwork is purged from Departmental paper files on employees.</p>
<p><u>Personnel Actions</u></p> <p>In the past, the Department did not complete personnel actions in a timely manner resulting in noncompliance with various OHR policy and procedures. In some cases:</p> <ul style="list-style-type: none"> Employees performed work before they were officially hired in University systems; 	<p>All personnel actions are completed with the appropriate start, reappointment, or end date. Letters of guarantee are now issued for any grants on which charges need to be placed at the start of the award.</p> <p>Loans are no longer issued by the department to students and/or employees. A new employee has been retained by the department to assist the Student Services Manager in developing a process for all student employees. The department manager will see that this new internal process is in place by end of summer</p>

**UNC-Chapel Hill
Management Flexibility Report
Fiscal Year 2014/15
Personnel, Salary, or Payroll Internal Audit Findings**

Finding	Proposed Corrective Action
<ul style="list-style-type: none"> Information needed to setup employees in the payroll system was not provided to the Human Resources Facilitator until after the start date of the appointment; Appointment letters were changed to avoid non-compliance with Form I-9 requirements. Lump sum payments for additional duties were made to compensate for the timing difference from original to the delayed start date of the original appointment when additional duties were not performed; There were also delays in removing employees from payroll after their appointment ended resulting in overpayments to employees; <p>Loans were made to employees, including students, who did not get paid because their paperwork was not processed in time to meet payroll deadlines. Payouts for previous pay period's results in a higher gross taxable wage for the current pay period increasing the amount of tax withheld and reducing the net payout made to the employee.</p>	<p>2014. Until that time, all actions have been monitored by department manager and the fiscal office to ensure timely entries.</p>
<p><u>Sponsored Awards</u></p> <p>The Department needed to improve its time and effort reporting practices.</p> <p>Time and effort for employees was being certified by the Human Resources Facilitator based on the budgeted rather than actual effort. This individual had limited knowledge of an employee's actual effort on a project.</p> <p>Salary expenses were frequently allocated based on budget availability rather than actual work performed. In addition, effort was increased to spend down budgeted funds.</p>	<p>The Department in consultation with the Office of Sponsored Research (OSR), is in the process of reviewing all awards as they pertain to effort reporting. This review is being done for each investigator and involves meetings with them to ensure accurate charging of past and current awards. As effort reports are corrected, they are released to the individual to ensure accurate sign off. The department manager indicates that once the reviews and corrections are completed at the end of summer 2014, periodic meetings will occur between investigators and fiscal office staff in to ensure appropriate charging of grants on a current basis going forward is accurate. The goal will be to complete these meetings by the end of 2014.</p> <p>We will work with OSR staff in attempt to offer special training for fiscal staff in departments before the end of FY 2015.</p>

**UNC-Chapel Hill
Management Flexibility Report
Fiscal Year 2014/15
Personnel, Salary, or Payroll Internal Audit Findings**

Finding	Proposed Corrective Action
Report # 478 – Special Review – Neurology, dated 09/09/14	
<p><u>Time and Effort Reporting</u></p> <p>Our review disclosed the following matters related to time and effort (T&E) reporting (review period July 1, 2010 to December 31, 2013):</p> <ul style="list-style-type: none"> • Only 220 of 254 T&E reports had been certified. Twenty of the 34 uncertified reports were for reporting periods prior to the most recent one (ended 12/31/13). • Only half of the reports were certified in time frames set by the University; most reports were not processed/approved within time frames set by the University. • Thirty-nine of the 220 certified report had subsequent charges to previously certified effort or transactions needed to correct recorded effort to match certified effort had not been made. <p>Prior to fiscal year 2014, payroll cost transfers were frequent. Many of the transfers were untimely, some occurring six months or more after the original cost posted. Employees were often not added to or removed from awards promptly - delays were sometimes as much several months. We saw cases where payroll costs continued to be charged to an award after it ended and unallocable costs were subsequently adjusted rather than being removed. These circumstances showed a need for improved monitoring and management of payroll costs, particularly those charged to sponsored awards.</p>	<p>Management agrees with this finding. Our financial team in the Department of Neurology has implemented a new monthly report that provides updates regarding account balances, project end dates, and effort distribution to be started in the first quarter of fiscal year 15. In addition, during the first quarter of fiscal year 15, we will also check E-cert outstanding certifications and get them entered and up to date. Going forward we will use the E-cert reporting to require timely certifications and encourage proactive action when problems arise. This should mitigate late responses to effort certifications and provide awareness to their status more frequently. This will also provide the accounting team more timely notice of changes to personnel distribution.</p> <p>In addition, we are sending out informative and inscriptive correspondence to apprise faculty and staff of the important and mandatory commitment to effort reporting. Our effort coordinator will send out reminder emails at certification time and follow-up by checking in with the department reporting quarterly in the E-cert system. We will begin this process in the first quarter of fiscal year 15.</p> <p>We have met with representatives of the Office of Sponsored Research and planned faculty training provided by the Director of Sponsored Programs to facilitate and communicate the importance and mandatory nature of effort certification along with rules regarding allowability. Attendance will be required in order to submit for any further outside funding. This will give the investigators the opportunity to ask questions and voice concerns, gaining insight into administrative matters surrounding their projects. This should come to fruition in the first quarter of fiscal year 15.</p> <p>Our financial administrator at Neurology has already begun to use the OSR notifications to add faculty salary distribution to accounts when issued. Counter to this, the new monthly report should provide an alert to removing faculty and staff off of an account in a timely manner. We acknowledge that research accounts are dynamic and require monitoring. Charges to sponsored projects are now required to have thorough justification to show alignment with the project</p>

**UNC-Chapel Hill
Management Flexibility Report
Fiscal Year 2014/15
Personnel, Salary, or Payroll Internal Audit Findings**

Finding	Proposed Corrective Action
	and provide better accuracy to prevent retroactive activity. Should Neurology need to correct an error, we will require that this happen within time frames set by University policy.
<p><u>Leave Reporting</u></p> <p>Neurology needed to improve its processes related to faculty leave records. We tested leave records for 15 faculty members and found:</p> <ul style="list-style-type: none"> • Nine employees recorded no leave of any type from 07/01/13 to 06/27/14. • Twelve employees recorded no flexible furlough or fiscal year 2013 leave and their leave hours expired. • Six employees recorded no bonus leave taken. • Ten employees recorded no fiscal year 2014 leave. • Eleven employees had never signed off on their leave records. Four signed off infrequently Faculty leave records were rarely approved by anyone. <p>While it is possible these employees rarely take leave, it is more likely that their leave records are incomplete. In our opinion, any unrecorded leave is likely due to lack of understanding of leave reporting requirements.</p>	<p>Management agrees with this finding. The Department of Neurology will have the HR facilitator obtain monthly leave records from faculty and update the TIM system on a monthly basis. This will be instituted in the first quarter of fiscal year 15. This proposed change to process will foster more immediate action to mitigate lost or forgotten time. As of 7/1/2014, we have contracted our HR function through the service center. We will make a request to send out prior year leave reports to determine accuracy and update discrepancies before the new system go-live deadline of 9/ 1/2014.</p>

The University of North Carolina at Chapel Hill

EXECUTIVE SUMMARY

Board of Trustees

March 24, 2016

ATTACHMENT K

Appendix A

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Tenure Request Reason	Effective Date	Salary
Personnel Actions								
New Appointments without Tenure								
1	Health Affairs	Melissa Herman	Pharmacology	N/A	Assistant Professor		9/1/2016	\$105,000.00
2	Health Affairs	Samantha Pulliam	OB-GYN	Nominated Assistant Professor	Assistant Professor		4/1/2016	\$290,000.00
3	Academic Affairs	Katherine Weisshaar	Sociology	N/A	Instructor w/Special Provisions		7/1/2016	\$85,000.00
Addition of Joint Appointment without Tenure								
0								
Promotion to Full Professor								
1	Academic Affairs	Michael Piehler	Institute of Marine Sciences/Marine Sciences/Environmental Sciences & Engineering	Associate Professor	Professor		7/1/2016	\$86,700.00
Reappointments to the same Rank								
1	Health Affairs	Scott Williams	Pathology & Laboratory Medicine	Assistant Professor	Assistant Professor		4/1/2017	\$101,000.00
2	Health Affairs	Timothy Carney	Health Policy & Management	Assistant Professor	Assistant Professor		7/1/2017	\$136,000.00
Designation/Reappointments to Departmental Chair								
1	Health Affairs	Ashraf Fouad*	Endodontics	Nominated Professor	Chair		1/1/2016	\$215,000.00
Designation/Reappointments to Distinguished Professorship								
0								
Actions Conferring Tenure								
Promotion Conferring Tenure								
1	Academic Affairs	GerShun Avilez	English & Comparative Literature	Assistant Professor	Associate Professor		7/1/2016	\$81,500.00
2	Health Affairs	Alfred Barritt, IV	Medicine	Assistant Professor	Associate Professor		7/1/2016	\$208,535.00
3	Academic Affairs	Alexander Berg	Computer Science	Assistant Professor	Associate Professor		7/1/2016	\$96,645.00
4	Academic Affairs	Jessica Boon	Religious Studies	Assistant Professor	Associate Professor		7/1/2016	\$75,125.00
5	Health Affairs	Mara Buchbinder	Social Medicine	Assistant Professor	Associate Professor		7/1/2016	\$95,000.00
6	Academic Affairs	Hans Christianson	Mathematics	Assistant Professor	Associate Professor		7/1/2016	\$86,939.00
7	Academic Affairs	Maria Comello	School of Media & Journalism	Assistant Professor	Associate Professor		7/1/2016	\$76,182.00
8	Academic Affairs	Fredrick Fodrie	Institute of Marine Sciences/Marine Science/Biology	Assistant Professor	Associate Professor		7/1/2016	\$75,918.00
9	Academic Affairs	Luca Grillo	Classics	Assistant Professor	Associate Professor		7/1/2016	\$78,107.00
10	Academic Affairs	Heidi Kim	English & Comparative Literature	Assistant Professor	Associate Professor		7/1/2016	\$72,000.00
11	Academic Affairs	David Lambert	Religious Studies	Assistant Professor	Associate Professor		7/1/2016	\$71,314.00
12	Academic Affairs	Thomas Lester	City & Regional Planning	Assistant Professor	Associate Professor		7/1/2016	\$90,000.00
13	Academic Affairs	Jeremy Marzuola	Mathematics	Assistant Professor	Associate Professor		7/1/2016	\$86,939.00
14	Academic Affairs	Jason Mihalik	Exercise & Sport Science	Assistant Professor	Associate Professor		7/1/2016	\$88,400.00
15	Academic Affairs	Gabriel Trop	Germanic & Slavic Languages & Literatures	Assistant Professor	Associate Professor		7/1/2016	\$70,094.00
16	Academic Affairs	Hong-An Truong	Art	Assistant Professor	Associate Professor		7/1/2016	\$72,267.00
17	Academic Affairs	Colin West	Anthropology	Assistant Professor	Associate Professor		7/1/2016	\$72,775.00
18	Academic Affairs	Erika Wise	Geography	Assistant Professor	Associate Professor		7/1/2016	\$77,640.00
19	Health Affairs	William Wood, Jr.	Medicine	Assistant Professor	Associate Professor		8/1/2016	\$165,000.00
New Appointments Conferring Tenure								
1	Academic Affairs	Theodorus Dingemans	Applied Physical Sciences	N/A	Professor		7/1/2016	\$150,000.00

The University of North Carolina at Chapel Hill

EXECUTIVE SUMMARY

Board of Trustees

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Appendix A

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Tenure Request Reason	Effective Date	Salary
2	Health Affairs	Ashraf Fouad*	Endodontics	Nominated Professor	Distinguished Professor		5/1/2016	\$215,000.00
Addition of Joint Appointment Conferring Tenure								
1	Health Affairs	Paul Watkins (Joint Appointment & Department Transfer)	Pharmacy/SOM	Professor	Professor		3/24/2016	\$276,691.52
Corrections								
0								

The University of North Carolina at Chapel Hill

EXECUTIVE SUMMARY

Board of Trustees

July 14, 2014

Appendix B

No.	College/Division	Name	School	Department	Rank	Reason	Requested Amount of Increase **	Percent of Increase **	June 30 Salary	Current Salary	New Salary	Effective Date
<p>Compensation Actions</p> <p><small>* Available funding for each action has been confirmed by the appropriate Department and School/Division management officials to support the proposed salary increase. Upon implementation, specific funding sources are reviewed and approved at the Department level, as well as by the applicable University Central Financial offices, including the University Budget Office and the Office of Sponsored Research for grant funded salaries.</small></p> <p>** Based on cumulative increase(s) to 6/30 salary</p>												
1	Academic Affairs	Mimi Chapman	Social Work		Associate Professor	Increase due to promotion to Professor	\$17,770	18.56%	\$95,742	\$99,572	\$113,512	7/1/2016
2	Health Affairs	Xuming Dai	Medicine	Cardiology	Assistant Professor	Increase due to new secondary administrative appointment as Cardiology Medical Director	\$50,000	19.53%	\$260,000	\$260,000	\$310,000	4/1/2016
3	Health Affairs	John Downs	Medicine	Hospitalist	Clinical Assistant Professor	Increase due to retention counteroffer, as Dr. Downs has an offer from the Medical University of South Carolina	\$76,268	40.84%	\$186,732	\$192,334	\$263,000	4/1/2016
4	Health Affairs	Cam Enarson	Medicine	Anesthesiology	Clinical Professor/Vice Dean/Interim Associate Dean and President	Increase due to extension as Interim Associate Dean and President, while search for recruitment continues	\$67,264	18.52%	\$363,195	\$430,459	\$430,459	8/4/2016
5	Academic Affairs	Lau, Holning	Law		Professor	Increase due to achieving internal equity	\$26,332	18.79%	\$140,168	\$161,168	\$166,500	4/1/2016
6	Health Affairs	Scott Magness	Medicine	Bio-Medical Engineering	Research Associate Professor	Increase due to new Tenure-Track appointment as Associate Professor via internal competitive event	\$20,982	16.01%	\$131,018	\$131,018	\$152,000	4/1/2016
7	Health Affairs	Camden Matherne	Medicine	Psychiatry	Post Doc Research Associate	Increase due to new faculty appointment as Clinical Assistant Professor via external competitive event	\$25,444	57.11%	\$44,556	\$44,556	\$70,000	4/1/2016
8	Academic Affairs	Jon McClanahan	Law		Clinical Associate Professor/Assistant Dean	Increase due to new secondary administrative appointment as Associate Dean of Administration	\$57,150	43.84%	\$130,350	\$152,500	\$187,500	4/1/2016
9	Health Affairs	McElligott, Zoe	Psychiatry	Psychiatry	Research Assistant Professor	Increase due to spousal retention counteroffer, as Dr. McElligott, and her husband Dr. Kash, have received offers from the University of Washington	\$41,400	65.09%	\$63,600	\$63,600	\$105,000	4/1/2016
10	Health Affairs	Janelle Moulder	Medicine	OB/GYN	Clinical Instructor	Increase due to new Tenure-Track appointment as Assistant Professor via external competitive event	\$141,095	239.53%	\$58,905	\$58,905	\$200,000	6/30/2016
11	Health Affairs	Shu Wen Ng	Public Health	Nutrition	Research Associate Professor	Increase due to departmental equity	\$21,038	22.91%	\$91,838	\$100,930	\$112,876	4/1/2016
12	Health Affairs	Cristy Page	Medicine	Family Medicine	Clinical Associate Professor/Director	Increase due to new secondary administrative appointment as Interim Chair, and internal equity	\$192,036	105.32%	\$182,330	\$187,330	\$374,366	4/1/2016
13	Health Affairs	Juan Pietro	Medicine	Psychiatry	Post Doc Research Associate	Increase due to new faculty appointment as Research Assistant Professor via external competitive event	\$15,000	27.27%	\$55,000	\$55,000		4/1/2016
14	Health Affairs	John Poulton	Medicine	Nephrology	Post Doc Research Associate	Increase due to new faculty appointment as Research Assistant Professor via external competitive event	\$20,872	42.48%	\$49,128	\$49,128	\$70,000	3/1/2016
15	Academic Affairs	Jeff Welty	Government		Associate Professor	Increase due to new secondary administrative appointment as Director of Judicial College	\$15,000	11.89%	\$126,173	\$126,173	\$141,173	4/1/2016
16	Health Affairs	Stephanie Wheeler	Public Health	Health Policy & Mgmt	Assistant Professor	Increase due to promotion to Associate Professor	\$13,667	11.18%	\$122,230	\$125,897	\$135,897	5/1/2016
17	Health Affairs	Michael Yeung	Medicine	Cardiology	Assistant Professor	Increase due to new secondary administrative appointment as Assistant Cardiology Medical Director	\$50,000	18.66%	\$268,000	\$268,000	\$318,000	4/1/2016
18	Health Affairs	Zeynep Yilmaz	Medicine	Psychiatry	Post Doc Research Associate	Increase due to new faculty appointment as Research Assistant Professor via waiver of recruitment pursuant to grants	\$25,756	55.58%	\$46,344	\$46,344	\$72,100	4/1/2016
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

The University of North Carolina at Chapel Hill

EXECUTIVE SUMMARY

Board of Trustees

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Appendix C

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

Compensation Actions

No	Last Name	First Name	College/Division	Department/School	Rank/Title	June 30 Salary	Proposed Salary	Requested Increase \$\$	Recquested Increase %	Effective Date	Justification
1	Farner	Franklin	School of Medicine	Center for Health and Aging	Administrative Director	\$ 82,000	\$ 105,000	\$ 23,000	28.05	3/1/2016	2a - Increase in job duties or responsibilities; includes reclassification of branch/role - This proposed salary adjustment is related to a permanent increase in job duties or responsibilities. The current duties include Foundation and corporate source funding for research projects focusing on improving the health of senior citizens, mentoring junior faculty in the creation and management of new grant proposals, identifying and developing expanded educational opportunities, and developing strategic relationships with state legislators in order to support programs for senior citizens. The new additional duties will include serving as the Associate Chief of Geriatrics Regional Business Development and the Associate Director of Long-Term Care Consulting Services. These roles involve hiring and supervising clinical staff, negotiating external contracts, developing budgets, and strategic planning in coordination with UNC Health Care. This employee was chosen for the additional duties due to his previous experience overseeing five hospital-based clinics. A \$7,920 increase was granted effective July 2015 during the Annual Raise Process. There are no comparable positions within the work unit. The requested salary results in a market index of 88%. The employee meets the education and experience requirements for this classification with a Master's degree in Business Administration and eight years and 10 months of related experience.
2	Shackelford	Douglas	Kenan-Flagler Business School	Kenan-Flagler Business School	Dean	\$ 425,000	\$ 455,175	\$ 30,175	7.10	2/1/2016	12 - Other - Labor Market Adjustment: Labor Market adjustment to increase salary from the 55th percentile to the 63rd percentile of the FY2015-16 Tier I SAAO salary range for a Dean of Business School position for a UNC GA Group 1 campus; the UNC GA defined Market Range for this position is between the 50th percentile of \$324,313 and 75th percentile of \$486,469.

Non-Compensation Actions

No	Last Name	First Name	College/Division	Department/School	Rank/Title	June 30 Salary	Proposed Salary	Requested Increase \$\$	Requested Increase %	Effective Date	Justification
1	N/A	N/A	N/A	N/A	N/A						

Information Only - Competitive Recruitment Actions approved by President

No	Last Name	First Name	College/Division	Department/School	Rank/Title	June 30 Salary	Proposed Salary	Requested Increase \$\$	Requested Increase %	Effective Date	Justification
1											
2											