



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

BOARD OF TRUSTEES  
EXTERNAL RELATIONS COMMITTEE  
SEPTEMBER 27, 2017, 3:20PM  
ALUMNI HALL I,  
GEORGE WATTS HILL ALUMNI CENTER

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**OPEN SESSION**

**FOR INFORMATION ONLY**

(No formal action is requested at this time)

1. UNC Gospel Choir
2. [Board of Visitors Update](#)  
*Linda Douglas, Director of Volunteer Engagement*
3. [Communications Update](#)  
*Joel Curran, Vice Chancellor for Communications*
4. [Public Affairs Update](#)  
*Clayton Somers, Vice Chancellor for Public Affairs & Secretary of the University*  
*Kelly Dockham, Senior Coordinator of Federal Affairs*
5. [Development Update](#)  
*David Routh, Vice Chancellor for University Development*

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

**Important Dates for the Committee:**

University Day – Thursday, October 12, 2017  
Winter Commencement – Sunday, December 17, 2017

**COMMITTEE MEMBERS**

William (Bill) A. Keyes IV, Chair  
W. Edwin (Ed) McMahan, Vice Chair  
Charles G. Duckett  
Allie Ray McCullen  
Richard Y. Stevens  
Elizabeth M. Adkins

***Administrative Liaisons:***

*David Routh, Vice Chancellor for University Development*  
*Joel Curran, Vice Chancellor for Communications*

# UNC Board of Visitors

Presentation to the  
UNC Board of Trustees  
External Relations Committee  
Wednesday, September 27, 2017

A. Douglas Rothwell, BOV  
Chair

Linda B. Douglas, BOV Staff

# — Why the UNC Board of Visitors exists

1. **To assist the Board of Trustees and Chancellor in maintaining and enhancing the quality and excellence of the University.**
2. **To understand and communicate important University issues to the public and other constituencies.**
3. **To inform the Board of Trustees and Chancellor about public attitudes, opinions, concerns and expectations.**
4. **To advise and assist the Board of Trustees and Chancellor on development**
5. **To energize and develop sustained personal support and engagement beyond the individual's term.**



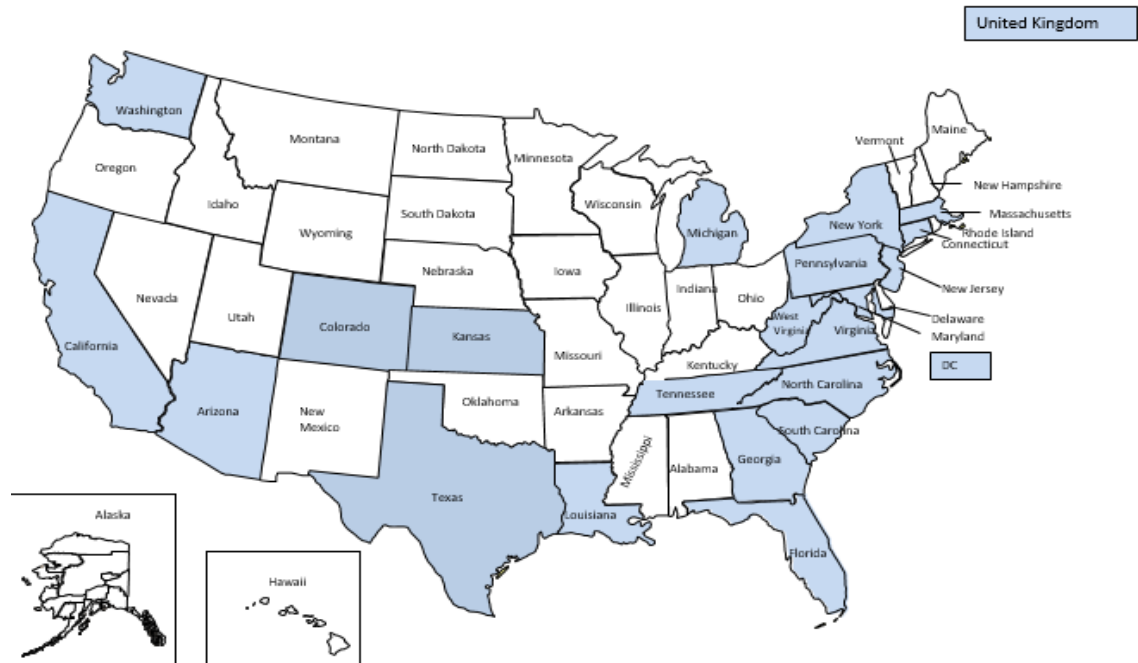
# —2017-18 Goal: 100% Participation

- **Board of Visitors committees**
- **Engagement beyond the Board of Visitors**
  - Alumni Association
  - Schools
  - Arts
  - UNC Health Care
  - Chapel Hill
- **Capital Campaign**



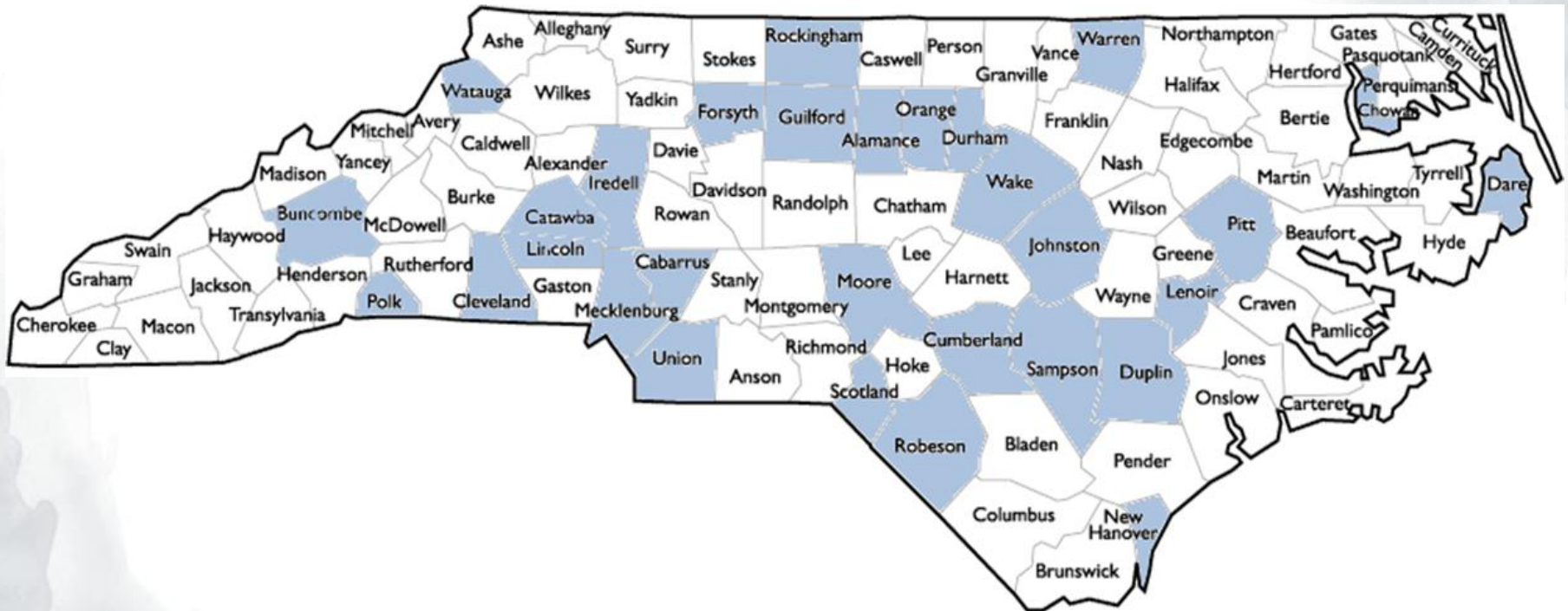
# Who we are and where we live

- Total members = 187
- North Carolina = 127
- Out-of-State = 59
- Out-of-country = 1





# North Carolina Counties Represented



# Past Chairs

University of North Carolina Board of Visitors



Michael Kennedy



Linda Tarrson



Bill Hobbs



Michael Zollicoffer



Rick Margerison



N. Thompson Long



Jennifer Halsey

# Committees

## University of North Carolina Board of Visitors

### Government Relations



Sam Hayes

### Membership Involvement



Susan Anna

### Marketing Communications



Jesse Cureton

### Student Career Services



William Lawrence



Michael Stutts

### Student Recruitment



Rob Edwards





# Liaisons to the Board of Trustees

## External Relations



Charles P. Brown

## University Affairs



H. Gray Hutchison

## Commercialization & Economic Development



Thomas Wong

## Finance, Infrastructure & Audit



Reyna Walters Morgan



# Leadership 2017-2018



Doug Rothwell  
Chair



Sallie Glover  
Vice Chair



# Board of Trustees

## External Relations Committee

September 27, 2017



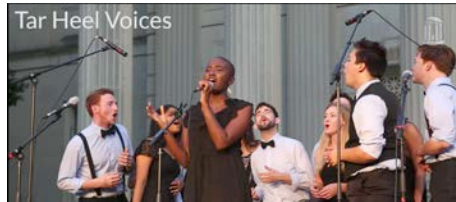


## CONTENT



Jennifer Cooper  
Junior, UNC-Chapel Hill

Meet A New Tar Heel: Jennifer Cooper



Tar Heel Voices

Sunset Serenade Sampler 2017



Jaylin Pierce  
First-year Student, Halifax, N.C.

Tar Heels Settle Into Their New Homes



## SOCIAL MEDIA



New Student Convocation Live



Bell Tower Lighting



9/11 Memorial Stair Climb



## MEDIA RELATIONS



Here's Where Climate Change Could Generate Toxic Air Pollution



Hurricane Coverage



UNC Performing Arts Receives Largest Art Donation with \$12M





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





THE UNIVERSITY  
*of* NORTH CAROLINA  
at CHAPEL HILL

# Office of Public Affairs

Board of Trustees External Relations  
Committee: Federal Budget Update  
September 27, 2017

# Federal Budget & Appropriations Update

- Why we care about the federal budget:
  - Federal Student Aid: **FY16 \$205.3 million**
  - Federal research dollars: **FY16 \$577 million**
- Current Budget
- Federal engagement & advocacy efforts

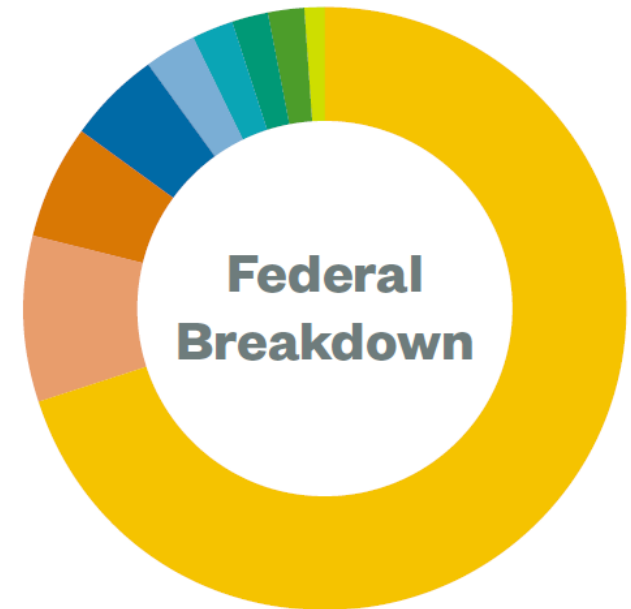


# Federal Research Dollars

## FY16 FEDERAL AWARDS

National Institutes of Health (NIH)	70% (\$402M)
Agency for International Development (USAID)	9% (\$53M)
National Science Foundation (NSF)	6% (\$32M)
Department of Health and Human Services (DHHS)	5% (\$28M)
Department of Education (DOED)	3% (\$17M)
Department of Defense (DOD)	2% (\$12M)
Department of Energy (DOE)	2% (\$10M)
All Others	2% (\$15M)
Environmental Protection Agency (EPA)	1% (\$8M)

Total: **\$577M**





# Current Budget Situation

- **Normal budget process vs. recent budget process**
  - Regular Order
  - Continuing Resolution
  - Omnibus
- **President's recommended budget priorities vs. legislative realities**

"It is the duty of the President to propose and it is the privilege of the Congress to dispose."

- Franklin D. Roosevelt



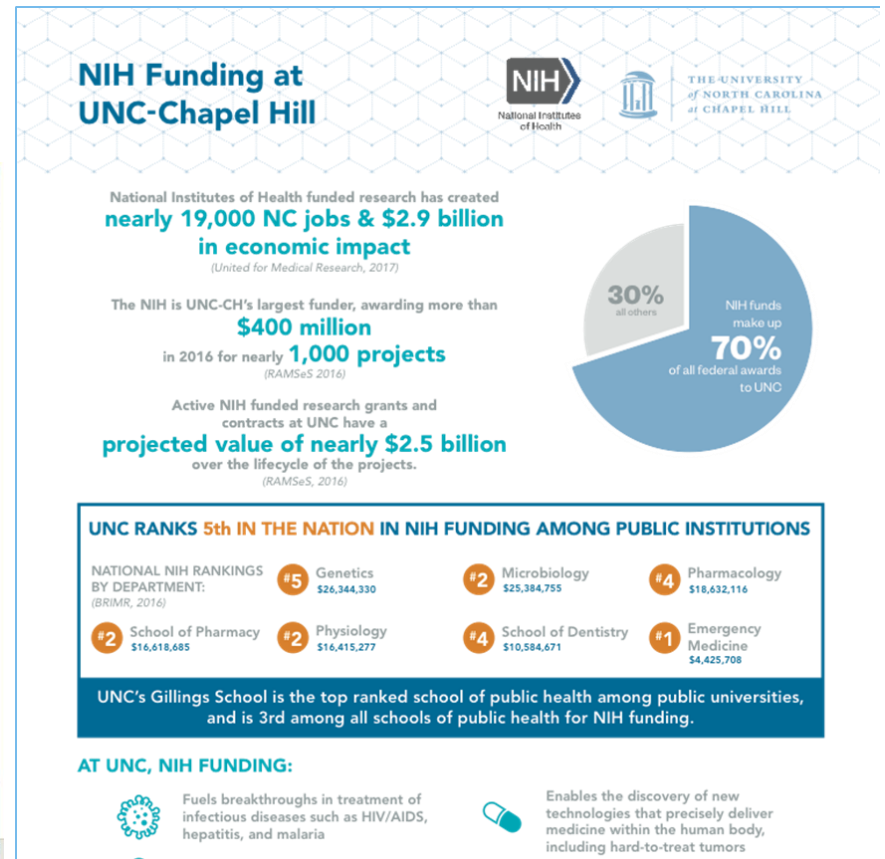
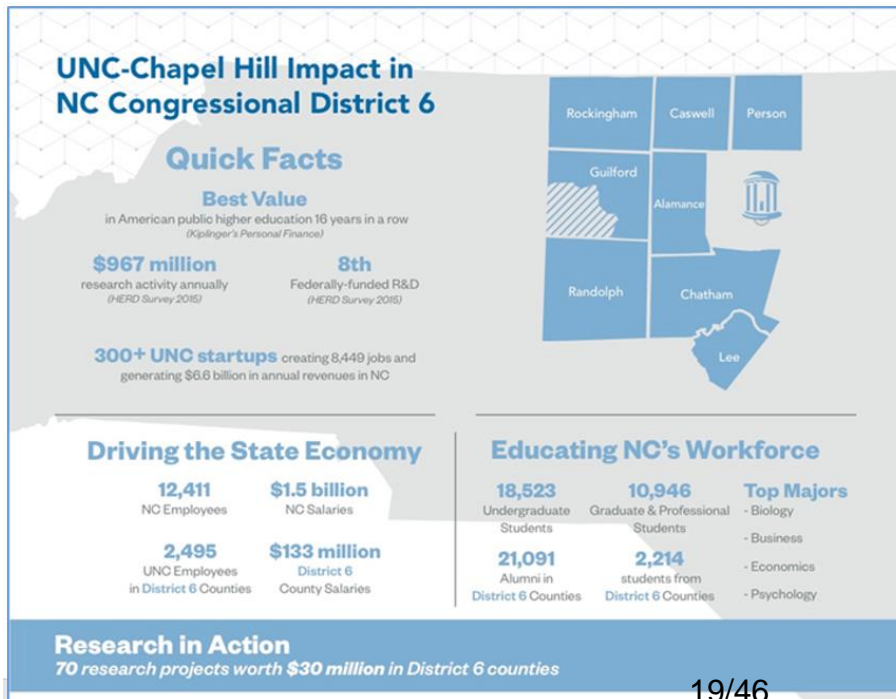
# Current Budget Situation

- **FY17 and FY18 Actions:**
  - **FY17 Omnibus** passed and signed into law on 5/5/2017
  - **Continuing Resolution (CR)** through 12/8/2017
  - U.S. House Actions:
    - “Security Minibus” on 7/27/2017
    - Consolidated Omnibus bill on 9/14/2017
  - U.S. Senate Actions
  - Next steps



# Federal Engagement & Advocacy Efforts

- Building relationships
- Washington Outreach
  - Chancellor's leadership
  - Tar Heel D.C.



# Office of Public Affairs





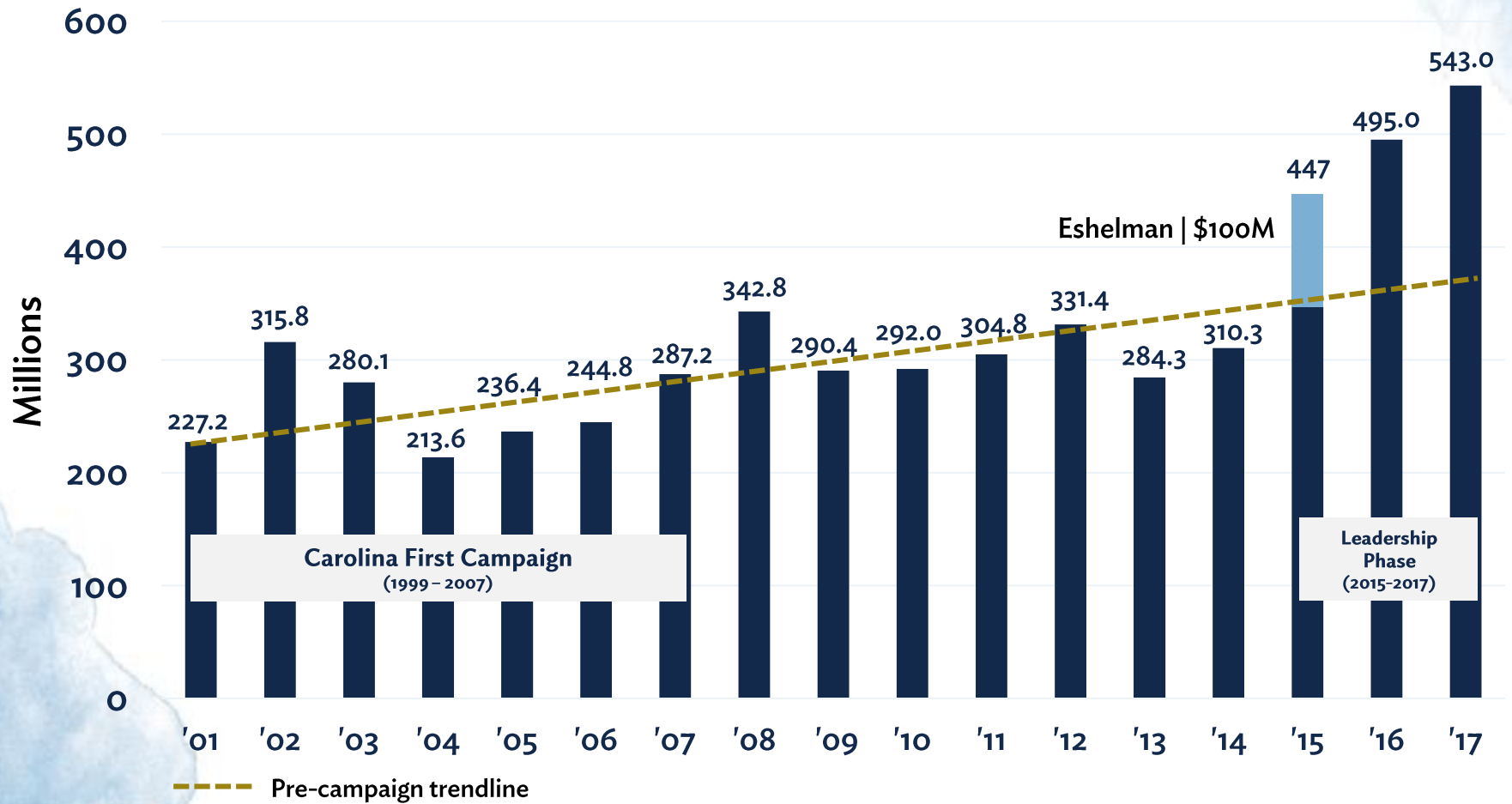


## **Development Update**

**David S. Routh, Vice Chancellor for Development**

**Board of Trustees Meeting: External Relations Committee**

## Carolina's New Cash and Commitments



# School/Unit Highlights FY17

Ackland	\$63,055,625.93*	+5,440%
Arts and Sciences	\$91,267,714.38*	+33%
Kenan-Flagler	\$40,854,173.01*	+16%
Lineberger	\$31,311,160.08*	+7%
Carolina Performing Arts	\$5,887,600.98*	+27%
Ed Foundation	\$69,091,974.59*	+10%
Education	\$2,870,795.39	+201%
SILS	\$2,035,979.98	+45%
Nursing	\$4,586,311.86	+26%

## Other FY17 Highlights

- Give for Good Challenge
  - Brought in more than \$40 million to support the Carolina Covenant and the Morehead-Cain Foundation
- Alumni giving is up 32%
- Parent giving increased by 51%
- Almost twice as many students made gifts this year
- Jack Kent Cooke Foundation named Carolina the top school in the nation for providing opportunity and access to students from low-income families.



# Campaign Dashboard

Information accurate as of Sept. 1, 2017

## \$1,672,322,299

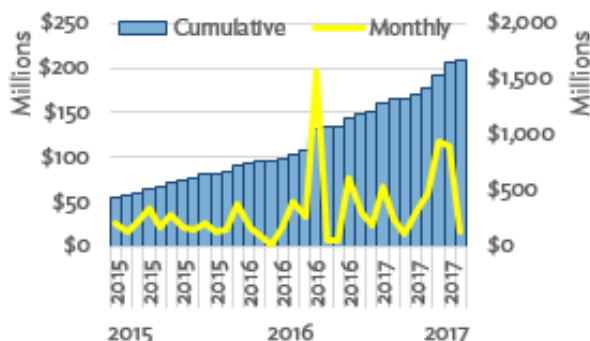
### Total Campaign Activity

33%

Time  
Elapsed

Unit	Campaign	Prior 3 Years	Change
Eshelman School of Pharmacy	\$135,984,146	\$22,277,398	+ 510%
Kenan-Flagler Business School	\$121,988,993	\$43,258,021	+ 182%
Educational Foundation	\$162,162,855	\$79,225,987	+ 105%
College of Arts and Sciences	\$268,757,460	\$131,136,607	+ 105%
UNC Medicine	\$387,010,910	\$274,316,553	+ 41%
Gillings School of Global Public Health	\$93,405,996	\$70,078,918	+ 33%
School of Law	\$21,373,176	\$18,916,169	+ 13%
University (All Units)	\$1,672,322,299	\$926,003,176	+ 81%

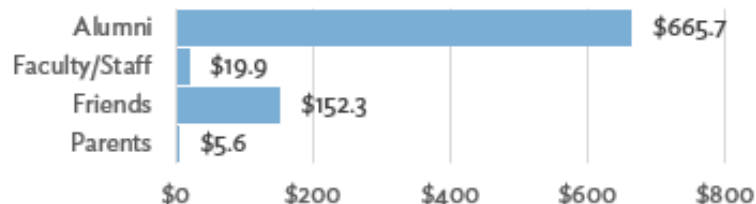
### Total Campaign New Cash & Commitments



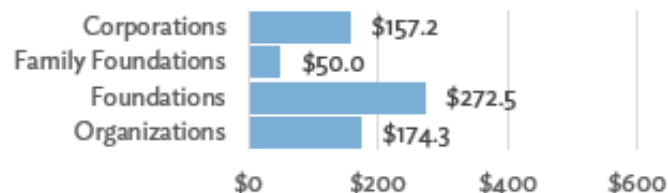
### Campaign Commitments

All amounts in millions

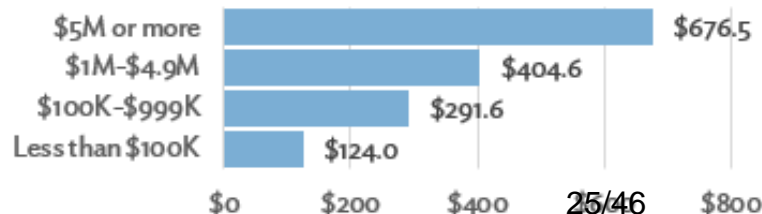
#### By Donor Type - Individuals



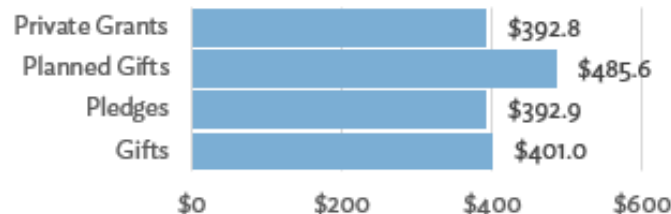
#### By Donor Type - Organizations



#### By Gift Amounts



#### By Gift Type



# Campaign Facts

**9**  
DAYS to  
LAUNCH  
As of Sept. 27, 2017

OCTOBER						
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Chancellor's  
Philanthropic  
Council

**114**  
MEMBERS

Joan H. Gillings' gift to  
Playmakers & Dramatic Art  
**\$12M**

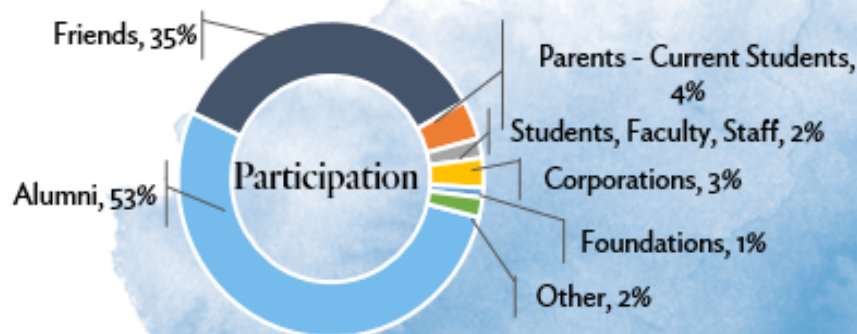
## Launch Events



ADDITIONAL FY18 KICKOFFS  
Atlanta · Palm Beach, FL · San Francisco · Washington, DC

CULTIVATIONS  
ACTIVE  
**3,727**

Total Donors  
**126,529**



## Rated Donor Prospects

Gift Range	As of Dec 2015	Current	Increase
\$100 M	9	19	+ 10
\$50 M	10	16	+ 6
\$25 M	12	22	+ 10
\$10M	16	45	+ 29
\$5M	249	299	+ 50



**ALUMNI**  
PARTICIPATION

26/46

**20.9%** **8.6M** MARKETING IMPRESSIONS

**\$502,316,056**

Value of Submitted Proposals

**900+**  
Participants in  
Creative Town Halls



# Campaign Readiness



46 Pending  
Invitations

## Faculty Ambassadors

Steve	Farmer	Mary	Floyd-Wilson	Pat	Parker
Penny	Abernathy	Amelia	Gibson	Ben	Philpot
Stan	Ahalt	David	Gotz	Joe	Piven
Allison	Aiello	Jill	Hamm	Barry	Popkin
Sridhar	Balasubramanian	Andy	Hessick	Bill	Powers
Jamie	Bartram	Shawn	Hingtgen	Joy	Renner
Sylvia	Becker-Dreps	Jim	Johnson	Eunice	Sahle
Joe	Breschi	Susan	King	Doug	Shackelford
Lissa	Broome	Daniel	Kreiss	Karen	Shelton
Kim	Brouwer	Paul	Lanier	Jessica	Smith
Rob	Bruce	Nick	Law	Mike	Smith
Ian	Buchanan	Jessica	Lee	Brad	Staats
Wesley	Burks	Chuck	Lovelace	Niklaus	Steiner
Julie	Byerley	Rebecca	Macy	Ron	Strauss
Myron	Cohen	Jodi	Magness	Richard	Superfine
Judith	Cone	Terry	Magnuson	Jay	Swaminathan
Jennifer	Conrad	David	Margolis	John	Vavalle
Giselle	Corbie-Smith	Robert	Martinez	Damon	Waitt
Scott	De Rossi	Steve	Matson	Stephanie	Wheeler
Anson	Dorrance	Deborah	Mayer	Mark	Zylka
Stacie	Dusetzina	Samantha	Meltzer-Brody	Todd	Boyette
Elizabeth	Engelhardt	Mabel	Miguel	Kelly	Hogan
Matt	Ewend	Paula	Miller	Angela	Kashuba





# Faculty Ambassadors

## Roles

- To have a strong faculty presence to engage our donors
- Succinctly share exciting news from our classrooms, labs and beyond
- Communications efforts – videos, articles, media opportunities – promoting the campaign initiatives and priorities
- Help sharing these stories beyond the walls of Carolina

## What have we asked them to do?

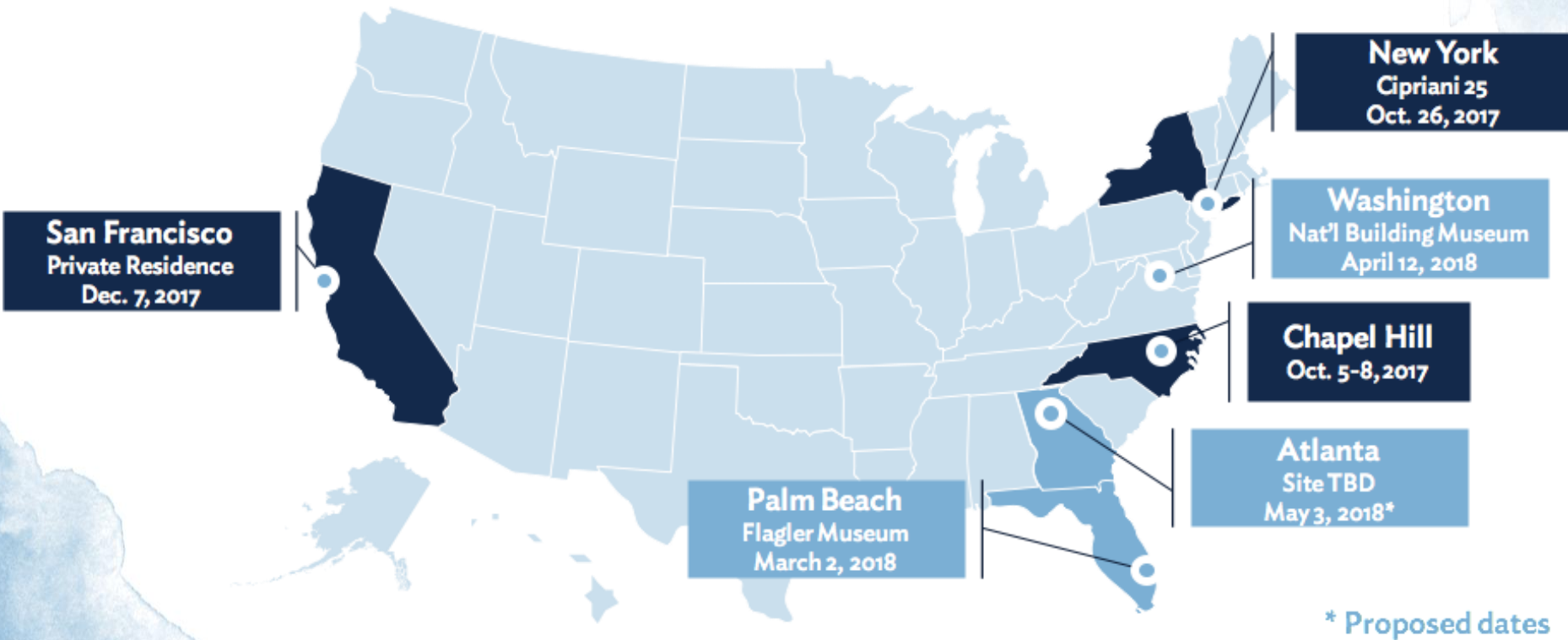
- Represent the University in myriad ways, specifically aiding development efforts associated with the Campaign for Carolina
  - Present at a campaign volunteer meeting
  - Meet with a small group of donors to discuss their work
  - Speak to the media about their projects
  - Attend a special event with donor prospects, such as a reception
  - Additionally, their story may be shared via video, email and print publications

# Campaign Strategy Committees

- Arts Strategy Committee
  - Carolina Women's Campaign Cabinet
- Diversity Strategy Committee
  - Global Leadership Council
    - Next Generation Strategy Committee
- Real Estate Strategy Committee
- UNC LGBTQ Alumni Network
  - Venture/Entrepreneur Strategy Committee\*



## Launch Dates and Locations






# Creative Positioning





LED BY EXCELLENCE.

# Leading With Humanity.



*Few forces revolutionized the United States so significantly as public education.*

Education became a socioeconomic equalizer, opening doors and changing lives for the better. As the nation's first public institution of higher learning, the University of North Carolina at Chapel Hill was built on this idea of education for all; committed to leading the charge for greater good. For over 200 years, we've been defining and redefining what it means to discover, to create and to educate—starting in North Carolina. As one of the last true public universities in the nation, we must ensure that higher education is accessible and affordable for all, and that we are driven to make an impact for future generations.

First and foremost, we serve our state. It's our home, our classroom, our workshop, where we treat diseases, forge partnerships and solve problems. And while our hearts are rooted firmly in North Carolina, our advancements and alumni impact reverberate all over the world. Our autism research shapes treatments. Our teaching transforms minds. Our pharmaceutical innovations alter patient care. Our arts change and challenge perspectives.

We are poised to lead society closer to the kind of world we want to live in—one where opportunity is offered for all kind, and all kind prosper. To do this, we must put one thing ahead of all other: humanity.



Amy Charney

## TOGETHER, MORE THAN JUST A FIGHTING CHANCE

UNC Lineberger Comprehensive Cancer Center is more than just an institution. It's a mission—together, we can understand cancer in all its forms and translate that understanding into improved treatments and patient care; together, we can push scientific discovery and create new therapies; together, we can supply the world with its most important resource: hope. UNC Lineberger is among a select group of cancer centers designated as comprehensive by the National Cancer Institute, and the only public comprehensive cancer center serving North Carolina. We combine cross-campus collaboration with cutting-edge research to gain a deeper knowledge of cancer and then return that knowledge to all 100 counties through community education and prevention programs. North Carolinians benefit first and foremost from research that goes on to impact the globe. From partnering with IBM Watson to develop hyper-customized treatment plans to fighting

cancer through CAR T-cell immunotherapy, innovation is fundamental to our pursuit of the best options for our patients. For Amy Charney, we chased hope to the end of a marathon, as UNC Breast Center Co-Director Dr. Lisa Carey's pioneering work enabled Amy to run 26.2 miles while in treatment. This care isn't just innovative, it's personalized to give our patients the chance to live as normal a life as possible. Our expertise spans from basic cancer research and drug discovery to clinical research and population sciences to outreach programs. We've established ourselves as a worldwide standard of cancer research and care. But whether education, research, treatment or prevention, a single resolve drives every stride we take: a deep commitment to bettering humankind. Putting the good of humanity first and foremost, we're fighting to eliminate cancer once and for all.

Dr. Shawn Hingtgen &amp; Dr. Lisa Carey





# GIVING RISE TO

# greatness

*Carolina is home to some of the world's most adept and curious minds for a reason: Enabling the best and brightest to shine is vital to our public mission and the nation's future.*

We know talented students want to study, work and learn alongside other talented students. No matter their background, they all join together to make Carolina stronger and better. And when they flourish here, they graduate to lead in the world. The Carolina Covenant and the Morehead-Cain Scholarship epitomize the many ways we empower outstanding students.

The Carolina Covenant is a promise to highly accomplished, low-income students from all across the nation. Not just that they can graduate debt-free, but that their potential will not be distracted by financial burdens. Therefore, we make the commitment that if they work hard, we'll work even harder to ensure their success.

The Morehead-Cain Scholarship was the first merit scholarship in the nation, and one of the most lauded by student achievement. Besides being awarded a full, four-year scholarship, Morehead-Cain Scholars are immersed in a community of leaders, dreamers, doers and adventurers, and are offered experiential learning opportunities that often take them around the world.

Both scholarships represent the range of accomplishment we value. These programs have grown into powerful sources of innovation and impact for our state. Many of the scholars have and will continue to make significant impacts across North Carolina, proving that breakthroughs sometimes begin by opening a door.

For the first time in history, UNC-Chapel Hill has two recipients of the prestigious Gates Cambridge Scholarship in the same year: Larry Han, a Morehead-Cain Scholar, and Matthew Leming, a Covenant Scholar. Funded by the Bill and Melinda Gates Foundation, the Gates Scholarship provides full support for graduate study at the University of Cambridge in England. Han has already made contributions in the treatment of HIV in China, and one day hopes to work with hospital systems to reduce mortality rates in acute-care

settings. Leming, a computer science major who was the lead developer of a mobile app about Carolina, plans to get a doctorate in psychiatry and find better ways of predicting mental illness and neurological disorders in children.

*"Larry and Matt are those rare students who quietly and without fanfare change the landscape of their professions," says Chancellor Carol L. Folt. "They are humanitarians whose strengths lie in their ability to connect on a human level. I am excited to see what they do with their bright futures."*





# Reaching our destination starts by changing our approach

**Autism Spectrum Disorder (ASD) is diagnosed in one out of every 68 children in the U.S., a 123% increase since 2002. The disorder can last a lifetime.**

Ranked #2 in the world for autism research, Carolina is poised to change the trajectory of those lives. Our new Autism Research Center represents the heart of that effort. We recognize the complexity of ASD and have brought together campus investigators spanning from basic autism research to service delivery to collaborate and do together what can't be done alone: develop personalized ASD treatments for every age.

From using genetics to diagnose autism at

a much earlier age to scaling up treatments to reach many more people, our collective expertise will tackle every facet of ASD. Not only will individuals with the condition benefit, but family members and caregivers will as well. By seeing individual courses for each person on the spectrum, we forge a bigger path, one that leads the way in Autism Spectrum Disorder treatment. As we continue down this road, we can determine how it's treated in the future on our way to our ultimate destination: a cure.



Brian A. Boyd, Ph.D., is Associate Chair for Research in UNC's Department of Allied Health Sciences. Dr. Boyd and his colleagues have published research that confirms the effectiveness of specific, structured learning methods for preschool-age children with autism.

These learning methods serve as the basis for another UNC-based program, TEACCH (Treatment and Education of Autistic and Communication-related handicapped Children). TEACCH provides clinical services and training to help people with autism and the family members, clinicians, and teachers who care for them. This program, conceived to serve North Carolinians, and research such as that conducted by Dr. Boyd, have become models for the world, strengthening UNC's reputation as a global leader in community-based services to individuals with Autism Spectrum Disorder and their families.







# **Annual Printed Magazine**



C/S

VOLUME 1

39/46

CAROLINA STORIES MAGAZINE





## DEAR *Friends of Carolina,*

I am proud to say that you are holding the very first Carolina Stories print magazine.

For nearly two years, we have shared incredible stories from across our campus—and there are many—at Carolina Stories. These stories are ones of success, achievement, overcoming obstacles, breaking down barriers. They span medicine, the humanities, the arts, the sciences and more. Each one is about extraordinary people right here in Chapel Hill or in one of our Carolina outposts across North Carolina and around the world.

Within this inaugural issue, we want you to meet some of these people and read more of their Carolina stories that draw from the strongest of Carolina traditions—a commitment to serving others, world-class research, forward-thinking education and innovation made fundamental. But perhaps more important, they highlight the possibilities for Carolina's future.

These stories are, in part, made possible by you and your commitment to Carolina. Because of you, we bring the brightest, most innovative thinkers to campus. We find new ways to bring researchers together to solve our greatest problems. We help others, from Chapel Hill to Malawi and everywhere in between. Because of you, we do more for all.

I hope these stories inspire you the way they inspire me. And if these aren't enough, I invite you to visit [stories.unc.edu](https://stories.unc.edu), where you can also share your own Carolina story. We would love to hear it.

Sincerely,

Carol L. Folt  
Chancellor



## A HELPING HAND

## IN 3D

"Prosthetic hands cost hundreds, if not thousands, of dollars just for the most simple one, and kids outgrow them in a year or so. Now that 3D printing has become more mainstream, we can get a full prosthetic hand for about \$20 of materials. It's a small price to make a huge impact on kids' lives."

As a biomedical engineering major in the UNC College of Arts & Sciences, *Jeff Powell '15* made it possible for 7-year-old Holden Mora of Chapel Hill, who was born without fully formed fingers on his left hand, to tie his shoes and swing a baseball bat like most other boys his age.

But Powell didn't stop there. He decided to help more children like Holden, launching the Helping Hand Project in which students at Carolina and other college campuses use 3D printers to create affordable prosthetic hands. As of 2017, the project has provided devices to more than 25 children, providing new opportunities to them and their families.

*Elliot Krause '18, a biomedical engineering student and president of the Helping Hand Project's Carolina chapter, assembles a 3D-printed prosthetic hand.*



*Kenneth Brinkhous (right) began studying the first known canine carriers of hemophilia in 1947. That research led to multiple advancements in the understanding and treatment of hemophilia.*

## THE 70-YEAR STORY OF HIV Research at Carolina

11/12

It's difficult to imagine, but the story of Carolina's world-renowned HIV research began way back in 1947.


**Dr. Kenneth Brinkhous**, a researcher and clinical pathologist who had studied blood clotting since before World War II, had come to Chapel Hill to chair the pathology department just a year before when he received a call that would change his life—and the world.

On the other end of the line was a New York lawyer whose Irish setters were giving birth to puppies with hemophilia. The dogs soon made their way to Carolina, and by 1953, their blood had helped Brinkhous and his colleagues to develop partial thromboplastin time (PTT) test—today's standard tool for diagnosing bleeding disorders in humans.

Brinkhous put UNC on the map for hemophilia research. When hemophilia patients contracted HIV in the 1980s, they sought help at Carolina; doctors and researchers became world experts on HIV.

Seventy years after Brinkhous answered the phone, Carolina researchers continue work to understand and cure hemophilia and HIV. In a public-private partnership begun in 2015, Carolina and GSK launched a jointly-owned company, Qura Therapeutics, dedicated to finding a cure for HIV.





# *A passion*

FOR CONCUSSION RESEARCH

**DESTINEE GROVE '17**, an Exercise and Sport Science and Psychology double major, came to Carolina as a Morehead-Cain Scholar from tiny Wagram, a town in southeastern North Carolina's Scotland County. Here in the Sandhills, Friday nights are serious business. Scotland High School's varsity football team is a perennial gridiron favorite. It was here on the sidelines as an assistant to the team's athletic trainer where Grove began to see how explosive head impacts could cause concussions and possibly affect player behavior off the field. She's been driven to understand the links between psychology and sports medicine since.

That curiosity led Grove to Carolina's Matthew Gfeller Sport-Related Traumatic Brain Injury Center, a center that seeks to improve the prevention, evaluation, management and rehabilitation of sport-related traumatic brain injuries through research, education and clinical practice. She worked alongside neuroscientist Kevin Guskiewicz, Dean of the College of Arts and Sciences and the center's co-director, who for more than 20 years has conducted innovative research on sport-related concussions. As a MacArthur Grant recipient, he's been called a "genius." Time has called him a "game changer." His work has influenced concussion guidelines and recommendations set forth by the NCAA and NFL, among other organizations.

Grove played an integral role in this ongoing research. She completed a senior thesis and contributed her own research. And after turning her mortarboard tassel, she will continue the work she started at Carolina, pursuing a master's degree in kinesiology at Temple University in Philadelphia.

21 / 22



SURGEON BY TRAINING.

## Diplomat *by experience.*

By formal training, **ANTHONY CHARLES, M.D., '09 (M.P.H.)** is a trauma surgeon. By experience, he's a diplomat.

For nearly the past decade, Charles has built the Malawian Surgical Initiative—a partnership between the UNC Department of Surgery, Kamuzu Central Hospital in Malawi and the Malawi College of Medicine—which trains Malawian surgeons to care for the country's 15 million people.

In December 2015, six surgeons graduated from the five-year program's first class, bringing the total number of surgeons in Malawi to 20.

But to get the program up and running, Charles had to convince Malawian government officials of both its economic and social value. Traditionally, the government had paid for surgical trainees to go to South Africa or Europe to receive their training. Some trainees returned home, many did not.

"There are more Malawian surgeons in Glasgow than in Malawi," Charles said.

The government was spending on average more than \$60,000 per year funding training of their surgeons in other countries, said Charles. If those surgeons never returned to Malawi to practice, none of that investment was recouped.

It costs \$15,000 per year to train a surgeon through the Malawian Surgical Initiative. Funded through public, private and corporate philanthropy, the Initiative covers half of the expenses for students, including a stipend,

books and other learning materials, and funding for travel to academic conferences. The rest is covered by the Malawian government.

The curriculum was developed by Charles and others at UNC and is taught by visiting faculty and residents from UNC in collaboration with faculty from Norway's University of Bergen. The program is fully accredited by the College of Surgeons of Eastern, Central and Southern Africa.

Through all of this work, Charles has also honed his diplomatic touch.

"One of the skills that I've acquired over the years is the ability to convince the government officials to do what will be most advantageous for the program without making it seem like I am making demands," Charles said. "The fact that I am an African is not lost on them, but I'm still a foreigner and there is still some skepticism, so I just have to ensure what I'm suggesting will work and they will look good in the end."

"There's an African saying: 'When two elephants fight, it is the grass that suffers,' and so my job has always been to make sure that the program doesn't suffer. I always have to be thinking ahead."



*Echinacea purpurea*,  
eastern purple coneflower

Native North Carolina flower,  
North Carolina Botanical Garden





## **Development Update**

**David S. Routh, Vice Chancellor for Development**

**Board of Trustees Meeting: External Relations Committee**