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**OPEN SESSION**

1. Convene Meeting
2. Oath of Office
3. Roll Call
4. Consent Agenda
  - a. Approval of March 2018 Minutes (Regular Meeting)
  - b. Ratification of Mail Ballot dated May 1, 2018
  - c. Ratification of Mail Ballot dated May 17, 2018
5. Chair's Remarks
6. Report of the Nominating Committee
7. Student Body President's Remarks
8. Chancellor's Remarks
9. University Master Plan – *Anna Wu, Associate Vice Chancellor for Facilities Services & University Architect*
10. Report of the External Relations Committee
11. Report of the Finance, Infrastructure & Audit Committee
12. Report of the Strategic Framework Committee
13. Report of the University Affairs Committee

**CLOSED SESSION**

14. \*Report of the External Relations Committee
15. \*Report of the University Affairs Committee
16. \*Legal Update

**OPEN SESSION**

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

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

**BOARD OF TRUSTEES MEETING**  
**The University of North Carolina at Chapel Hill**  
**March 29, 2018**

The Board of Trustees met in regular session on Thursday, March 29, 2018 at The Carolina Inn, Chancellor's Ballroom. Vice Chair Duckett convened the meeting at 8:02 a.m.

**ROLL CALL**

Secretary Keyes called the roll and the following members were present:

Charles G. Duckett, Vice Chair	Allie Ray McCullen
William A. Keyes IV, Secretary	W. Edwin McMahan
W. Lowry Caudill, Past Chair	Hari H. Nath
Jefferson W. Brown	Dwight D. Stone, Immediate Past Chair
Julia Sprunt Grumbles	Richard Y. Stevens
Kelly Matthews Hopkins	Elizabeth M. Adkins

Chair Cochrane was not in attendance at the meeting.

**STATE GOVERNMENT ETHICS ACT**

Vice Chair Duckett read the following statement:

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

**CONSENT AGENDA**

**Approval of Minutes and Mail Ballots**

On motion of Vice Chair Duckett and a second by Trustee Grumbles, the minutes of the meeting of February 1, 2018 were approved as distributed; as was the ratification of the following mail ballots dated:

- February 27 – personnel actions, actions conferring tenure, and compensation actions  
(ATTACHMENT A)

**VICE CHAIR'S REMARKS**

- Vice Chair Duckett thanked those in the audience for attending. He also stated that Chair Cochrane couldn't be at the meeting today, but sends thanks for the work of the board.
- The Vice Chair highlighted presentations from yesterday's committee meetings, and shared that the board would hear presentations today on the University Master Plan, and the Carolina Center for Public Service.
- Vice Chair Duckett acknowledged last week's BOG meetings that he, Trustee McCullen, and Chancellor Folt attended.
- The Vice Chair thanked the BOG leadership and finance committee for their support of the new student fees structure at the Kenan-Flagler Business School.
- Vice Chair Duckett then shared recent graduate and professional school rankings from U.S. News & World Report.
- Chair Cochrane asked that Vice Chair Duckett speak to the positive momentum at the University under Chancellor Folt.
  - Vice Chair Duckett acknowledged Chancellor Folt, Vice Chancellor David Routh,

- and the Campaign leadership team.
- The Vice Chair thanked Student Body President Elizabeth Adkins for her work over the last year as a trustee.
  - Asked Secretary Keyes to read a resolution of appreciation.

**RESOLUTION OF APPRECIATION  
FOR  
ELIZABETH M. ADKINS  
MARCH 29, 2018**

**WHEREAS**, Elizabeth Adkins served as President of the University's student body during the 2017-2018 academic year, and spoke passionately on behalf of her fellow students as a valued member of the University's Board of Trustees; and

**WHEREAS**, Ms. Adkins' administration admirably focused on increased awareness of sexual assault, mental health and diversity and inclusion; and

**WHEREAS**, Ms. Adkins worked hard to educate her fellow students and campus community by focusing much-needed attention on Red Zone Awareness, which is the time period sexual assaults are most likely to occur on campus, and planned advocacy events and promoted resources to combat this issue; and

**WHEREAS**, Ms. Adkins spearheaded efforts to register more students to vote and encouraged more student participation in the arena of civic engagement; and

**WHEREAS**, these experiences enabled Ms. Adkins to make a significant contribution to the campus community through her establishment of and service on various task forces, including the Affordability Task Force; and

**WHEREAS**, Ms. Adkins tirelessly advocated for these and other issues of vital importance to her fellow students, campus and UNC family, taking special consideration to support and collaborate with graduate and professional students; and

**WHEREAS**, Ms. Adkins, during her service as a trustee, provided valuable counsel and input to the Board and always did so while displaying grace, compassion and wit, and from her first meeting made it readily apparent why her fellow students elected her as President of the student body; and

**NOW, THEREFORE, LET IT BE RESOLVED THAT** the Board of Trustees of the University of North Carolina at Chapel Hill thanks and congratulates Elizabeth Adkins for her outstanding service as student body president and as a trustee, and wishes her all the best as a soon-to-be Tar Heel alumna.

Vice Chair Duckett called for a motion to approve the resolution. Trustee Stevens made the motion; Trustee Hopkins seconded and it passed.

- Vice Chair Duckett recognized newly elected Student Body President Savannah Putnam.
- Vice Chair Duckett introduced Trustee Elizabeth Adkins to provide remarks.

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

**STUDENT BODY PRESIDENT'S REMARKS**

- Trustee Adkins began by thanking the board for their continued support.
- Introduced members of her cabinet and the Graduate and Professional Student Federation (GPSF).
- Trustee Adkins congratulated Savannah Putnam and Manny Hernandez on their recent elections.
- Trustee Adkins shared highlights from the year:
  - Red Zone programming
  - Increased diversity efforts across campus
  - Promoting environmental sustainability through Three Zeros Day and Earth Day programs
  - Helped to form a new absence policy, gen ed curriculum, and passed a textbook affordability pledge with over 150 professors signed on
  - LFIT reform survey with over 1000 responses
  - Stomp the Stigma mental health event
- Trustee Adkins then shared remarks on behalf of GPSF President Madelyn Percy.
  - Graduate and Professional Student Appreciation Week is April 2-6
  - Completely overhauled student government at UNC along with the undergraduate student government
  - Advocated for a graduate and professional student seat on the Associate of Student Governments
  - Created a Graduate Student Bill of Rights
- Trustee Adkins concluded by thanking the board for all they've done over the past year.

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

### **CHANCELLOR'S REMARKS**

- Chancellor Folt began her remarks by thanking Vice Chair Duckett and the board for their continued support.
- The Chancellor then thanked Trustee Elizabeth Adkins for her service over the last year. She also recognized GPSF President Madelyn Percy.
  - Chancellor Folt also welcomed Savannah and Manny to their new roles.
- Chancellor Folt shared that the Triangle Business Journal recognized former trustee Sallie Shuping-Russell with the Lifetime Achievement Award for Woman in Business.
- The Chancellor acknowledged presentations yesterday by the History Task Force.
  - Acknowledged Cecelia Moore for her work with the task force, and also on her recent book *Federal Theatre Project in the American South*.
- Chancellor Folt provided information on upcoming events on campus.
- The Chancellor then provided recent updates and events since the last meeting.
- The Chancellor shared that Provost Bob Blouin would join her in faculty group meetings on The Blueprint For Next.
- Chancellor Folt then gave an update on recent and upcoming campaign events.
  - Thanked Vice Chancellor Routh and his team on almost \$2B raised.
- Chancellor Folt ended her remarks by introducing the presentation.

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

### **UNIVERSITY MASTER PLAN**

Chancellor Folt introduced Anna Wu, Associate Vice Chancellor for Facilities Services & University Architect to present on the University Master Plan. Ms. Wu shared with the board how the University Master Plan has aligned with The Blueprint for Next. They followed four planning principles: support Carolina's mission; engage in initiatives that impact the town, region, state, nation, and world; activate UNC's innovative, creative, and diverse culture; and



build a campus of enduring character and quality. To conclude her remarks, Ms. Wu entertained questions from the board.

This presentation can be found on bot.unc.edu and on file in the Office of the Assistant Secretary.

### **CAROLINA CENTER FOR PUBLIC SERVICE**

Provost Bob Blouin introduced Lynn Blanchard, Director of the Center for Public Service (CCPS). CCPS engages with students, faculty, and staff all across the University. Dr. Blanchard highlighted some of the programs including APPLES, Thorp Faculty Engaged Scholars, and Buckley Public Service Scholars.

Dr. Blanchard brought two students to share their experiences with the board, Hiwot Ekuban and Justin Williford. To end their presentation, they entertained questions from the board.

This presentation can be found on bot.unc.edu and on file in the Office of the Assistant Secretary.

### **REPORT OF THE EXTERNAL RELATIONS COMMITTEE**

Secretary Keyes presented a review of the External Relations Committee meeting. There were no action items for this committee in open session. Secretary Keyes then shared the items presented for information:

- Communications update given by Joel Curran, Vice Chancellor for Communications
- Development report given by David Routh, Vice Chancellor for University Development

A full review of the committee meeting are in the committee minutes in the Office of the Assistant Secretary.

### **REPORT OF THE FINANCE, INFRASTRUCTURE & AUDIT COMMITTEE**

Trustee Stone presented the report from the Finance, Infrastructure and Audit Committee. The following items were presented to the committee for action:

#### **Designer Approval**

##### **1. Joyner Residence Hall HVAC, Bathroom, & Window Renovations**

The project is for improvements at Joyner Residence Hall - a four story, approximately 41,500 square foot building. Improvements include replacement and upgrades to the existing HVAC systems, ADA upgrades, and fall protection installation and repairs at the slate roof. A condition assessment of the existing windows is included. The project scope includes the cost to fully renovate fourteen (14) multi-user bathrooms and two (2) single-user bathrooms.

Project budget is \$6,616,825 and will be funded through Housing receipts. The project was advertised on January 8, 2018. Eleven (11) proposals were received. Four (4) firms were interviewed on February 20, 2018. 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. | Clark Nexsen       | Raleigh, NC |
| 2. | MHAworks           | Durham, NC  |
| 3. | RND Architects, PA | Durham, NC  |

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

(ATTACHMENT B)

2. Lineberger Comprehensive Cancer Center Faculty Recruitment Lab Renovations

This project will renovate 2600 SF of existing laboratory space in the Lineberger Comprehensive Cancer Center into Faculty Recruitment Facilities and common use laboratories. New flooring, ceilings, lighting, and casework will be installed and utilities relocated to the new casework locations. Lighting will be upgraded to LED fixtures. HVAC airflows will be adjusted to comply with new energy efficiency standards. Accessibility upgrades throughout the building will be completed to bring the building into compliance with current regulations. The project will also include upgrades and additions to common use areas, including lounges, breakrooms, gender neutral toilet and shower facilities, and a lactation room.

The project budget is \$1,400,000 and will be funded by University Cancer Research Trust Fund – for Renovation and Equipment. The project was advertised on February 6, 2018. Six (6) proposals were received. Three (3) firms were interviewed on March 12, 2018. 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. | Perkins + Will         | Durham, NC    |
| 2. | BHDP Architecture      | Raleigh, NC   |
| 3. | LaBella Associates, PC | Charlotte, NC |

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

(ATTACHMENT C)

**Design Approval**

1. UNC Hospitals Surgical Tower

UNC Hospitals' main perioperative suite dates back to 1952. Operating room size, ceiling height, supporting ancillary functions, and supporting infrastructure do not meet current code or recommended guidelines. Although various upgrades have been completed since 1952, facility limitations prohibit the use of newer technologies.

UNC Hospitals received site approval to construct the Surgical Tower on a site identified in the 2001 Campus Master Plan south of the Ambulatory Patient Care Facility in July 2016.

The program for the 7-story Surgical Tower will include 24 operating rooms, waiting rooms on each floor, 56 pre/post-operative care areas that are adjacent to the ORs and 56 ICU beds. The building height is similar in height to the NC Memorial Hospital. The exterior of the Surgical Tower is intended to complement the exterior of the NC Cancer Hospital with the goal to create a more uniform appearance at the front of UNC Hospitals

The project is scheduled to start construction in August 2018. Anticipated project budget is \$290 million. The project was presented to the Board of Trustees for information at the November 2017 meeting.

(ATTACHMENT D)

A motion came from committee to approve the designers in priority order and the design for UNC Hospitals. Trustee Stevens seconded and it passed. A copy of this presentation is located in the Office of the Assistant Secretary and at [bot.unc.edu](http://bot.unc.edu).

### **Property Disposition by Easement to the Community Church of Chapel Hill Unitarian Universalist, Inc.**

This request is for approval to authorize disposition of property by easement for approximately 400 – 500 square feet (subject to final survey) of vacant land along the southern campus boundary near the intersection of Mason Farm Road and Purefoy Road to The Community Church of Chapel Hill Unitarian Universalist, Inc. for the limited purpose of connecting the church's parsonage to OWASA's sanitary sewer main, which is located approximately 20 feet north of the common boundary line. The septic system for the Community Church's parsonage failed and OWASA has approved a variance allowing the Community Church to connect this residence to the nearby sanitary sewer line. The Community Church will pay for all expenses associated with the design and construction of the new sewer line and construct it in accordance with design plans (see Exhibit A), approved by UNC and OWASA. In exchange, the Community Church has agreed to grant the University an ongoing Right-of-Entry for pedestrian access along its driveway from Purefoy Road for University personnel to inspect and maintain a stormwater pond embankment near the South Chiller Annex.

(ATTACHMENT E)

A motion came from committee to approve the property disposition. Trustee Stevens seconded, and it passed.

Trustee Stone continued and shared the items for information only:

- Development report given by David Routh, Vice Chancellor for University Development
- Transit updates given by Brad Ives, Associate Vice Chancellor for Campus Enterprises and Chief Sustainability Officer

A full review of the committee meeting are in the committee minutes in the Office of the Assistant Secretary.

### **REPORT FROM THE STRATEGIC FRAMEWORK COMMITTEE**

Trustee Grumbles presented a review of the Strategic Framework Committee meeting. The committee met on Tuesday afternoon, and again on Wednesday. There were no action items for this committee in either open session. The following items were presented to the committee for information:

Tuesday, March 27:

- Culture of Innovation facilitated by Bob Blouin, Executive Vice Chancellor & Provost

Wednesday, March 28:

- Creativity Hub faculty presentations by Nick Law, Assistant Professor, Physics & Astronomy and Wesley Legant, Assistant Professor, Pharmacology & Biomedical Engineering

A full review of the committee meeting are in the committee minutes in the Office of the Assistant Secretary.

### **REPORT OF THE UNIVERSITY AFFAIRS COMMITTEE**

Vice Chair Duckett presented the report from the University Affairs Committee. There were no action items for this committee in open session. The following items were presented to the committee for information:

- GPSF update and introduction given by Madelyn Percy, President and Manny Hernandez, President-Elect
- Student Affairs update given by Winston Crisp, Vice Chancellor for Student Affairs
- Task Force on UNCCH History update given by Jim Leloudis, Associate Dean for Honors Carolina & Professor of History

A full review of the committee meeting are in the committee minutes in the Office of the Assistant Secretary.

#### **MOTION TO CONVENE IN CLOSED SESSION**

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

#### **RECONVENE MEETING IN OPEN SESSION**

Vice Chair Duckett made a motion to return to open session. It was duly seconded and passed.

#### **OPEN SESSION**

#### **REPORT OF THE UNIVERSITY AFFAIRS COMMITTEE**

Vice Chair Duckett referred the members to the personnel matters submitted for review. Vice Chair Duckett made a motion from committee to approve, Secretary Keyes seconded and it passed. Vice Chair Duckett stated that the personnel and salary actions voted on in open session had been distributed.

(ATTACHMENT F)

Vice Chair Duckett took a moment before adjourning to recognize and thank Associate Director of Media Relations Karen Moon. Ms. Moon is retiring next month.

#### **ADJOURNMENT**

There being no further business to come before the Board, Vice Chair Duckett called for a motion to adjourn. Secretary Keyes made the motion; Trustee Adkins seconded and it passed. Vice Chair Duckett adjourned the meeting at 12:32 pm.

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Clayton Somers, Assistant Secretary



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

**CAROL L. FOLT**  
*Chancellor*

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## **MEMORANDUM**

**TO:** Members of the Board of Trustees

**FROM:** Carol L. Folt

**RE:** Mail Ballot

**DATE:** May 1, 2018

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The University awarded William H. Cosby, Jr. an honorary doctor of laws degree on May 18, 2003. Since that award, facts have come to light that that Mr. Cosby engaged in conduct inconsistent with the values of the University and with remaining as a recipient of an honorary degree. Based on this, I am recommending a revocation of the honorary degree awarded to Mr. Cosby.

Please mark and return the enclosed mail ballot indicating your approval or disapproval. Thank you.



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

**CAROL L. FOLT**  
*Chancellor*

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**Mail Ballot**  
**Board of Trustees**  
**May 1, 2018**

Chancellor Carol Folt submits for your review the recommendation to revoke the honorary doctor of laws degree given to William H. Cosby, Jr. on May 18, 2003. This mail ballot will be approved as part of the consent agenda at the Full Board meeting on Thursday, May 31, 2018.

**Approve**      **Disapprove**

Revocation of William H. Cosby, Jr.'s honorary  
degree

☐☐

Signature\_\_\_\_\_

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

Date\_\_\_\_\_

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

This ballot was approved by majority vote on May 1, 2018 by: Haywood Cochrane, Chuck Duckett, Bill Keyes, Jeff Brown, Lowry Caudill, Julia Grumbles, Kelly Hopkins, Allie Ray McCullen, Ed McMahan, Hari Nath, Richard Stevens, and Dwight Stone.



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

**CAROL L. FOLT**  
*Chancellor*

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## **MEMORANDUM**

**TO:** Members of the Board of Trustees

**FROM:** Carol L. Folt

**RE:** Mail Ballot

**DATE:** May 17, 2018

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You have authorized my office to poll you by mail concerning personnel matters that require attention by the Board. Accordingly, we are transmitting to you herewith personnel actions as follows:

EHRA Faculty Compensation & Tenure Actions

Attachment A

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

**The University of North Carolina at Chapel Hill**  
**EXECUTIVE SUMMARY**  
**Board of Trustees**  
**April 2018**

**Appendix A**

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Tenure Request Reason	Effective Date	Salary
<b>Personnel Actions</b>								
<b>New Appointments without Tenure</b>								
1	Health Affairs	Jason Merker	Pathology & Laboratory Medicine	N/A	Associate Professor		5/1/2018	\$210,000.00
2	Academic Affairs	Mariana Olvera-Cravioto	Statistics & Operations Research	N/A	Associate Professor		7/1/2018	\$115,000.00
3	Health Affairs	Diana Cejas	Neurology	Nominated Clinical Assistant Professor	Assistant Professor		6/1/2018	\$140,000.00
4	Academic Affairs	Sayamindu Dasgupta	SILS	N/A	Assistant Professor		7/1/2018	\$90,000.00
5	Academic Affairs	Jeffrey Dick	Chemistry	Adjunct Assistant Professor	Assistant Professor		7/1/2018	\$82,500.00
6	Academic Affairs	Ayesha Hashim	Education	N/A	Assistant Professor		7/1/2018	\$73,000.00
7	Academic Affairs	Abigail Knight	Chemistry	N/A	Assistant Professor		7/1/2018	\$85,000.00
8	Academic Affairs	Marijel Melo	SILS	N/A	Instructor w/Special Provisions		7/1/2018	\$90,000.00
9	Academic Affairs	Yue Wang	SILS	N/A	Instructor w/Special Provisions		7/1/2018	\$95,000.00
<b>Addition of Joint Appointment without Tenure</b>								
0								
<b>Promotion to Full Professor</b>								
1	Academic Affairs	Kia Caldwell	African, African American & Diaspora Studies	Associate Professor	Professor		7/1/2018	\$91,277.00
2	Academic Affairs	Patricia Anne Klinefelter	Law	Associate Professor	Professor		7/1/2018	\$205,817.00
3	Academic Affairs	Andrew Yates	Economics	Associate Professor	Professor		7/1/2018	\$155,655.00
<b>Reappointments to the same Rank</b>								
1	Academic Affairs	Alexander Duncan	Classics	Assistant Professor	Assistant Professor		7/1/2019	\$74,068.00
2	Academic Affairs	Benjamin Frey	American Studies	Assistant Professor	Assistant Professor		7/1/2019	\$70,513.00
3	Academic Affairs	Scott Gifford	Marine Science	Assistant Professor	Assistant Professor		7/1/2019	\$77,725.00
4	Academic Affairs	Lauren Jarvis	History	Assistant Professor	Assistant Professor		7/1/2019	\$73,080.00
5	Academic Affairs	Rebecca Kreitzer	Public Policy	Assistant Professor	Assistant Professor		7/1/2019	\$80,754.00
6	Academic Affairs	Allison Lazard	Media & Journalism	Assistant Professor	Assistant Professor		7/1/2019	\$78,114.00
7	Academic Affairs	Christopher Martin	Biology	Assistant Professor	Assistant Professor		7/1/2019	\$77,472.00
8	Academic Affairs	Lucy Martin	Political Science	Assistant Professor	Assistant Professor		7/1/2019	\$82,950.00
9	Academic Affairs	Carla Merino-Rajme	Philosophy	Assistant Professor	Assistant Professor		7/1/2019	\$81,200.00
10	Academic Affairs	Zachary Nimchuk	Biology	Assistant Professor	Assistant Professor		7/1/2019	\$82,190.00
11	Health Affairs	Byron Powell	Health Policy & Management	Assistant Professor	Assistant Professor		7/1/2019	\$120,227.00
12	Academic Affairs	Carolina Sa Carvalho-Pereira	Romance Studies	Assistant Professor	Assistant Professor		7/1/2019	\$65,975.00
13	Academic Affairs	Alecia Septer	Marine Science	Assistant Professor	Assistant Professor		7/1/2019	\$77,725.00
14	Academic Affairs	Margaret Sheridan	Psychology & Neuroscience	Assistant Professor	Assistant Professor		7/1/2019	\$93,325.00
15	Academic Affairs	Candis Smith	Public Policy	Assistant Professor	Assistant Professor		7/1/2019	\$90,071.00
16	Academic Affairs	Danielle Spurlock	City & Regional Planning	Assistant Professor	Assistant Professor		7/1/2019	\$84,030.00
17	Academic Affairs	William Sturkey	History	Assistant Professor	Assistant Professor		7/1/2019	\$79,170.00
18	Academic Affairs	Quoc Tran-Dinh	Statistics & Operations Research	Assistant Professor	Assistant Professor		7/1/2019	\$89,011.00
19	Academic Affairs	Herica Valladares	Classics	Assistant Professor	Assistant Professor		7/1/2019	\$75,113.00
20	Academic Affairs	Eric Wikstrom	Exercise & Sport Science	Assistant Professor	Assistant Professor		7/1/2019	\$82,470.00
21	Academic Affairs	Brigitte Zimmerman	Public Policy	Assistant Professor	Assistant Professor		7/1/2019	\$84,895.00



**The University of North Carolina at Chapel Hill**  
**EXECUTIVE SUMMARY**  
**Board of Trustees**  
**April 2018**

**Appendix A**

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Tenure Request Reason	Effective Date	Salary
<b>Designation/Reappointments to Departmental Chair</b>								
1	Health Affairs	Joshua Alexander	Physical Medicine & Rehabilitation	Clinical Associate Professor	Department Chair		3/1/2018	\$231,000.00
2	Health Affairs	Fernando Pardo-Manuel de Villena	Genetics	Professor	Department Chair		3/1/2018	\$210,904.00
<b>Designation/Reappointments to Distinguished Professorship</b>								
1	Academic Affairs	Pervin Gokariksel	The Graduate School	Associate Professor	Caroline H & Thomas S Royster Distinguished Professorship		7/1/2018	\$85,067.00
2	Academic Affairs	James Markham	Government	Associate Professor	Thomas Willis Lambeth Distinguished Chair in Public Policy		7/1/2018	\$109,571.00
3	Academic Affairs	Noreen McDonald	City & Regional Planning	Associate Professor	Thomas Willis Lambeth Distinguished Chair in Public Policy		7/1/2018	\$123,448.00
4	Academic Affairs	Karla Slocum	Anthropology	Associate Professor	Thomas Willis Lambeth Distinguished Chair in Public Policy		7/1/2018	\$95,233.00
5	Academic Affairs	Erika Wilson	Law	Associate Professor	Thomas Willis Lambeth Distinguished Chair in Public Policy		7/1/2018	\$147,682.00
<b>Actions Conferring Tenure</b>								
<b>Promotion Conferring Tenure</b>								
1	Health Affairs	Li Qian	Pathology & Laboratory Medicine	Assistant Professor	Associate Professor	Promotion based on excellence in research	7/1/2018	\$113,857.00
2	Academic Affairs	Kihyun Ryoo	Education	Assistant Professor	Associate Professor	Promotion based on research, teaching and service	7/1/2018	\$81,995.00
3	Health Affairs	Carlton Zdanski	Otolaryngology/HNS & Pediatrics	Associate Professor	Associate Professor - Herbert H Thorp & Julian T Mann Distinguished Professorship	Promotion based on excellence in clinical scholarship	4/25/2019	\$322,556.00
<b>New Appointments Conferring Tenure</b>								
1	Academic Affairs	Leigh Osofsky	Law	N/A	Professor	Appointment based on scholarship, teaching and service	7/1/2018	\$160,000.00
<b>Addition of Joint Appointment Conferring Tenure</b>								
0								
<b>Corrections</b>								
1	Health Affairs	Gang Fang	Pharmaceutical Outcomes & Policy	Assistant Professor	Associate Professor	Promotion based on excellence in research	*5/1/2018	

## EXECUTIVE SUMMARY

## Board of Trustees

April 2018

No.	College/Division	Name	School	Department	Rank	Reason	Requested Amount of Increase **	Percent of Increase **	June 30 Salary	Current Salary	New Salary *	Effective Date
<b>Compensation Actions</b>							** Based on cumulative increase(s) to 6/30 salary					
1	Health Affairs	Ruth Anderson	Nursing		Distinguished Professor	Increase due to an increase in the annual salary allocation for the Kenan Distinguished Professorships	\$13,500	6.05%	\$223,000	\$231,500	\$236,500	7/1/2018
2	Health Affairs	Lee Boushell	Dentistry	Operative Dentistry	Associate Professor	Increase due to new secondary administrative role as DDS4 Group Practice Director	\$10,279	6.74%	\$152,436	\$154,715	\$162,715	5/1/2018
3	Health Affairs	Paul Dayton	Medicine	Biomedical Engineering	Professor/Associate Chair/Academic Adv	Increase due to increase in duties as Associate Chair	\$14,500	6.66%	\$217,877	\$227,377	\$232,377	4/1/2018
4	Health Affairs	Carol Durham	Nursing		Clinical Professor	Increase due to new secondary administrative appointment as Director for Interprofessional Education	\$23,828	18.67%	\$127,617	\$131,445	\$151,445	7/1/2018
5	Health Affairs	Richard Eidson	Dentistry	Operative Dentistry		Increase due to new secondary administrative role as Director of the 4th yr Clinics	\$9,477	5.78%	\$164,085	\$168,562	\$173,562	5/1/2018
6	Health Affairs	Carol Haggerty	Dentistry	Operative Dentistry		Increase due to new secondary administrative role as Director of the DDS 2nd/3rd yr Clinics	\$7,656	5.25%	\$145,831	\$148,487	\$153,487	5/1/2018
7	Academic Affairs	Jeff Hughes	Government		Lecturer (Teaching Assistant Professor)	Increase due to promotion from Lecturer (Teaching Assistant Professor) to Teaching Associate Professor	\$6,135	5.41%	\$113,469	\$116,604	\$119,604	6/1/2018
8	Health Affairs	Michael Jarsfter	Pharmacy	Chemical Biology and Medicinal Chemistry	Associate Professor	Increase due to new secondary administrative role as Assistant Dean for Graduate Education	\$17,974	15.11%	\$118,963	\$121,937	\$136,937	4/1/2018
9	Health Affairs	Michele Jonsson-Funk	Public Health	Epidemiology	Research Associate Professor	Increase due to new secondary administrative appointment as Director of the Center for Pharmacoeconomics	\$16,087	13.19%	\$121,990	\$128,077	\$138,077	3/1/2018
10	Health Affairs	Bharati Kochar	Medicine	Gastroenterology and Hepatology	Clinical Fellow	Increase due to new faculty appointment as Clinical Instructor via external competitive event	\$60,891	94.98%	\$64,109	\$64,109	\$125,000	7/1/2018
11	Academic Affairs	James Markham	Government		Associate Professor/Adjunct Assistant Professor	Increase due to being recipient of the Thomas Willis Lambeth Distinguished Chair in Public Policy	\$10,000	9.13%	\$109,571	\$109,571	\$119,571	7/1/2018
12	Health Affairs	Mary McClurg	Pharmacy	Practice Advancement and Clinical Education	Associate Professor	Correction to a previously approved promotional increase. The School has changed their promotional increase from a standard dollar amount to a standard percentage	\$16,864	10.15%	\$166,141	\$168,641	\$183,005	2/22/2018
13	Health Affairs	Yara Park	Medicine	Pathology and Laboratory Medicine	Associate Professor	Increase due to new secondary administrative appointment as Director of the Pathology Residency Program	\$27,047	13.21%	\$204,705	\$206,752	\$231,752	5/1/2018
14	Health Affairs	David Peden	Medicine	Pediatrics	Distinguished Professor/Professor/Director/Associate Chair/Division Chief/Adjunct Professor	Increase due to new secondary administrative appointment as Senior Associate Dean of Translational Research	\$30,000	8.35%	\$359,483	\$359,483	\$389,483	7/1/2018
15	Health Affairs	Jo Ellen Rodgers	Pharmacy	Pharmacotherapy and Experimental Therapeutics	Clinical Associate Professor	Increase due to promotion from Clinical Associate Professor to Clinical Professor	\$15,096	12.23%	\$123,456	\$125,956	\$138,552	2/1/2018
16	Health Affairs	Bharat Tripathi	Medicine	Biomedical Engineering	Postdoctoral Research Associate	Increase due to new faculty appointment as Research Assistant Professor via external competitive event	\$17,524	36.91%	\$47,476	\$47,476	\$65,000	4/1/2018
17	Academic Affairs	Erika Wilson	Law		Distinguished Term Professor	Increase due to being recipient of the Thomas Willis Lambeth Distinguished Chair in Public Policy	\$10,000	6.77%	\$147,682	\$147,682	\$157,682	7/1/2018
18												
19												
20												

**The University of North Carolina at Chapel Hill**  
**EXECUTIVE SUMMARY**  
**Board of Trustees**  
**April 2018**

**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
21												
22												
24												
25												
26												
27												
28												
29												
30												
31												
32												
33												
34												
35												

							Total Monetary Value of Non-Salary Compensation	Duration of Non-Salary Compensation	Effective Date	End Date	
No.	College/Division	Name	Department/School	Rank	Reason						
Non-Salary Compensation Actions											
0	N/A	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*  
*April 2018*

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

No.	College/Division	Name	Department/School	Rank	Reason	Requested Increase Amount	Percent of Increase	Current Salary	New Salary	Effective Date
<b>Compensation Actions</b>						* 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.				

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										
1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NA



## Mail Ballot

### Board of Trustees

May 17, 2018

Chancellor Carol Folt submits for your review and approval the EHRA Faculty compensation and tenure actions as recommended for April 2018. This mail ballot will be approved as part of the consent agenda at the Full Board meeting on Thursday, May 31, 2018.

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

**Approve      Disapprove**

EHRA Faculty Compensation and Tenure  
Actions (Attachment A)

☐☐

Signature\_\_\_\_\_

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

Date\_\_\_\_\_

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

This mail ballot was approved by majority vote on May 18, 2018 by: Haywood Cochrane, Chuck Duckett, Jeff Brown, Julia Grumbles, Kelly Hopkins, Allie Ray McCullen, Ed McMahan, Hari Nath, and Richard Stevens.



# UNIVERSITY MASTER PLAN

Draft Plan Presentation  
May 2018



THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

AYERS  
SAINT  
GROSS







# AGENDA

1 Introduction

2 Big Ideas

3 Draft Master Plan

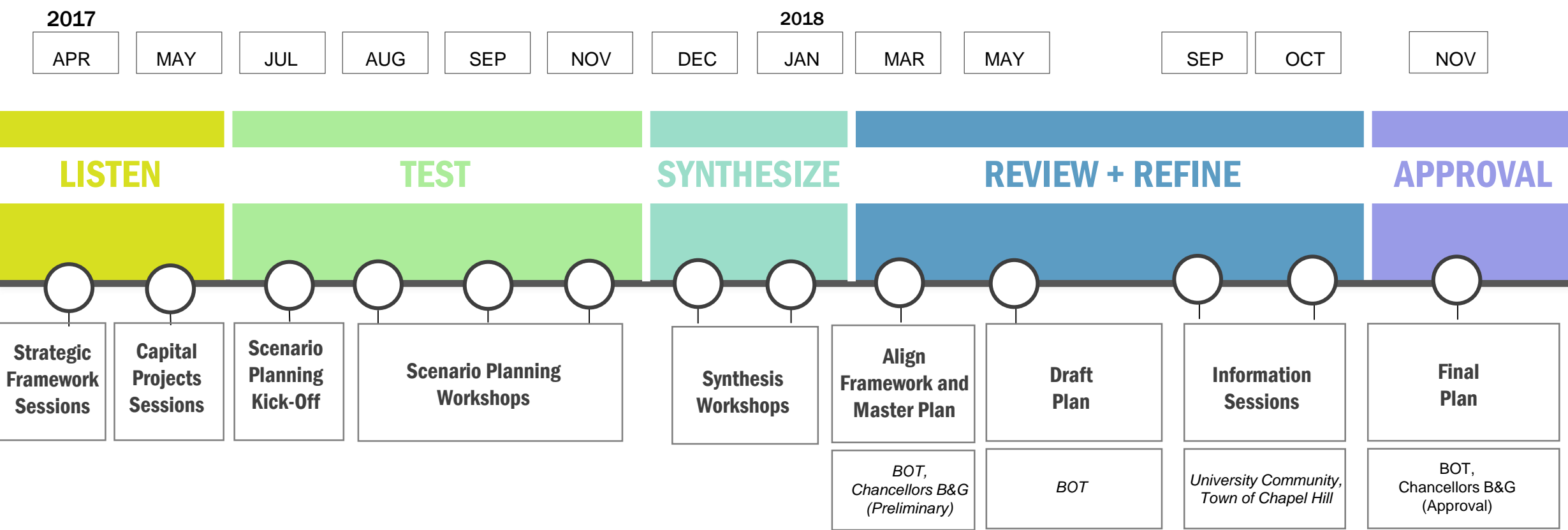
4 Discussion



# INTRODUCTION

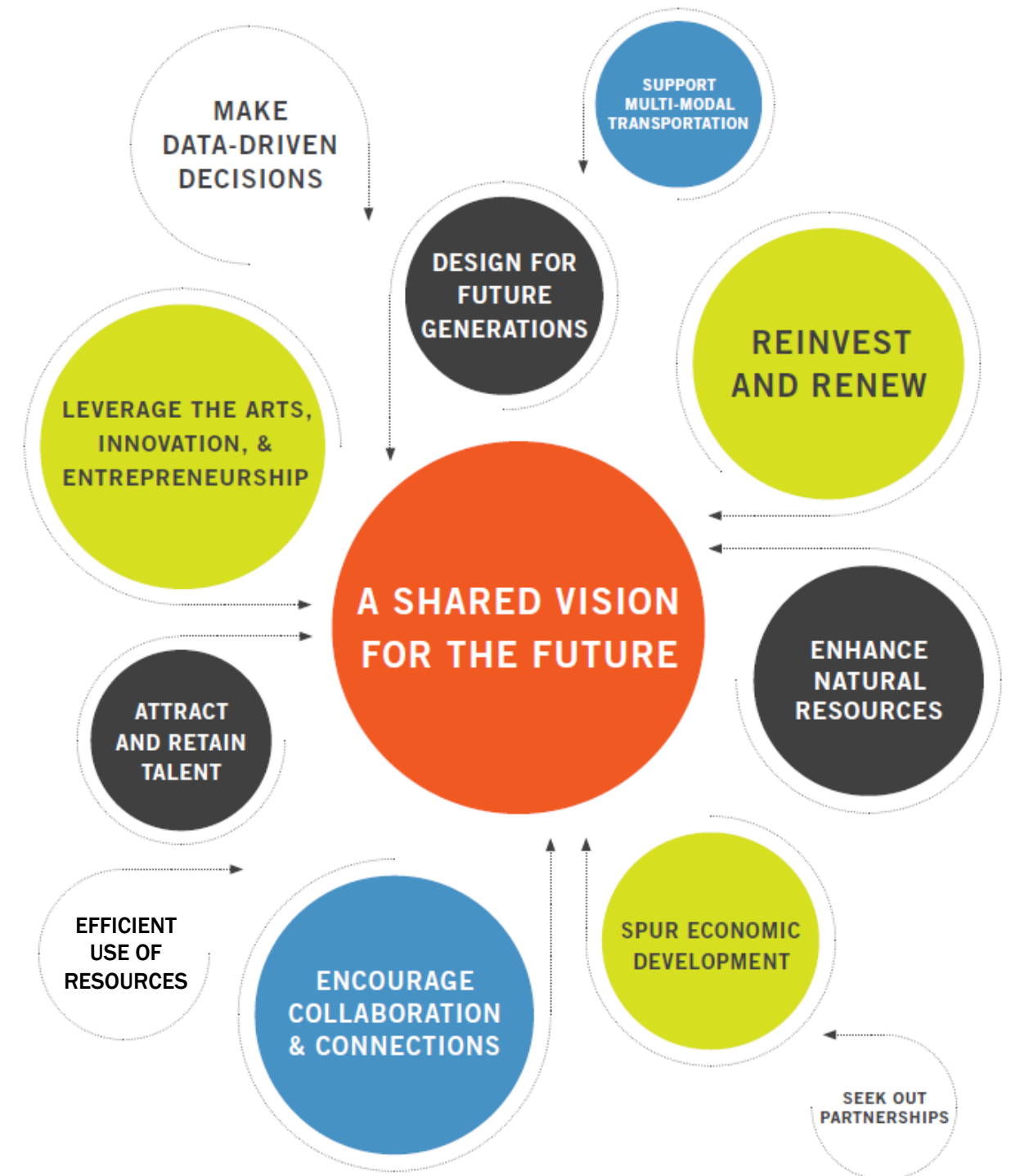
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# Master Plan Process



# What is a master plan?

- Aligns physical campus with the university's Strategic Framework, *Blueprint for Next*
- Comprehensive and long-range (10-20 year) vision for campus
- Advances near-term priority projects within a broader context
- Identifies opportunities for many areas of the university to work towards shared objectives
- Flexible framework to support decision-making
- Foundation for entitlement processes with the Town of Chapel Hill



# What defines this master plan?

## Alignment with the Strategic Framework.

### Pillars

Of the public, for the public.  
Innovation made fundamental.

### Strategic Initiatives

The New Graduate  
The Great Convergence  
Modernizing Student Support  
Carolina Whole Health  
Culture of Innovation  
Arts Everywhere

## Ideas that are operational and aspirational.

### Operational

- Achieve greater efficiency and higher utilization
- Transform how Carolina works

### Aspirational

- Bold ideas
- Leading edge strategies
- Innovative implementation partnerships



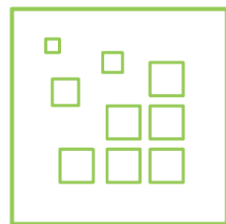
# BIG IDEAS



**Welcome**  
*Open to all.*



**Connections**  
*Link it together.*



**Hubs**  
*Mix it up.*

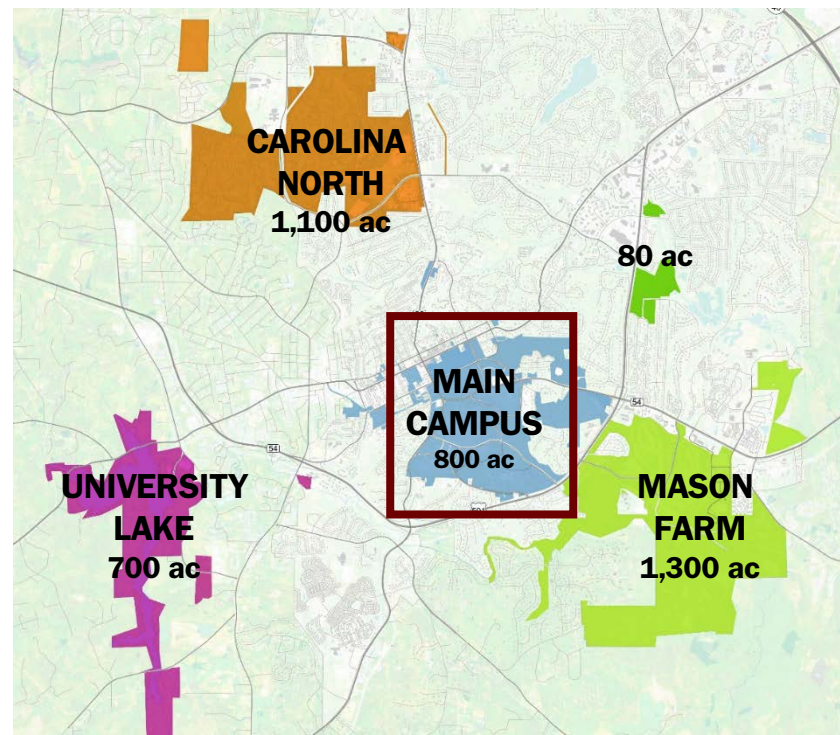
**Enhance existing assets and create new environments contributing to a vibrant campus.**





# The Campus Today

- **Defined by natural features**
  - 3,980 total acres - Not all land is developable
  - Access constrained
- **Mature campus core**
  - 21.3 million GSF built over more than two centuries
  - 20.0 million GSF (94%) on the 800-acre Main Campus
  - 7.1 million GSF (33%) built since 2001
- **Renewal needed**
  - 6.4 million GSF (30%) in buildings rated severe or poor condition





# CAMPUS SYSTEMS

The Big Ideas inform physical planning strategies across transportation, open space, and infrastructure systems.



## Transportation

- Prioritize open space and the pedestrian environment .
- Promote alternate modes – transit, bike.
- Meet critical parking and access needs and think ahead to new technologies.



## Open Space

- The campus landscape is central to the success of the campus.
- Each project should enhance the open space and connectivity networks.
- Landscapes should reflect native regional ecologies.



## Infrastructure

- Locate buildings to minimize utility conflicts.
- Plan for future utility distribution and reduce energy consumption.
- Incorporate stormwater management techniques into every project involving campus landscapes.

# Opportunities for Change

- 6.4 million GSF (30% of campus space) in buildings rated worst, severe, or poor condition
- Major proposed renovations with programmatic changes:

1. Spencer
2. Upper Quad
3. Davis Library
4. Graham Student Union
5. Student Recreation Center
6. Avery
7. Ehringhaus
8. Hinton James
9. 134 E. Franklin
10. Gardner
11. Bingham
12. Wilson
13. Carrington
14. Kenan North

- WORST CONDITION (FCI > .7)
- SEVERE (FCI .3 - .7)
- POOR (FCI .1-.3)
- MAJOR RENOVATION WITH PROGRAMMATIC CHANGE PROPOSED

Facilities Condition Index (FCI) measures the ratio of deferred maintenance needs to building replacement cost. Data Provided by Engineering Information Services, May 2018.





# Opportunities for Change

- The condition and/or potential redevelopment capacity of several buildings makes them candidates for redevelopment over the long-term.
- Total proposed demolition: 1.2 million GSF  
(Including 200,000 GSF for the planned demolition of Odum Village)

■ POTENTIAL DEMOLITION



# BIG IDEAS

---



# Welcome

*Open to all.*

## Strategic Framework

### Pillars

Of the public, for the public.  
Innovation made fundamental.

### Strategic Initiatives

The New Graduate  
The Great Convergence  
Modernizing Student Support  
Carolina Whole Health  
Culture of Innovation  
Arts Everywhere



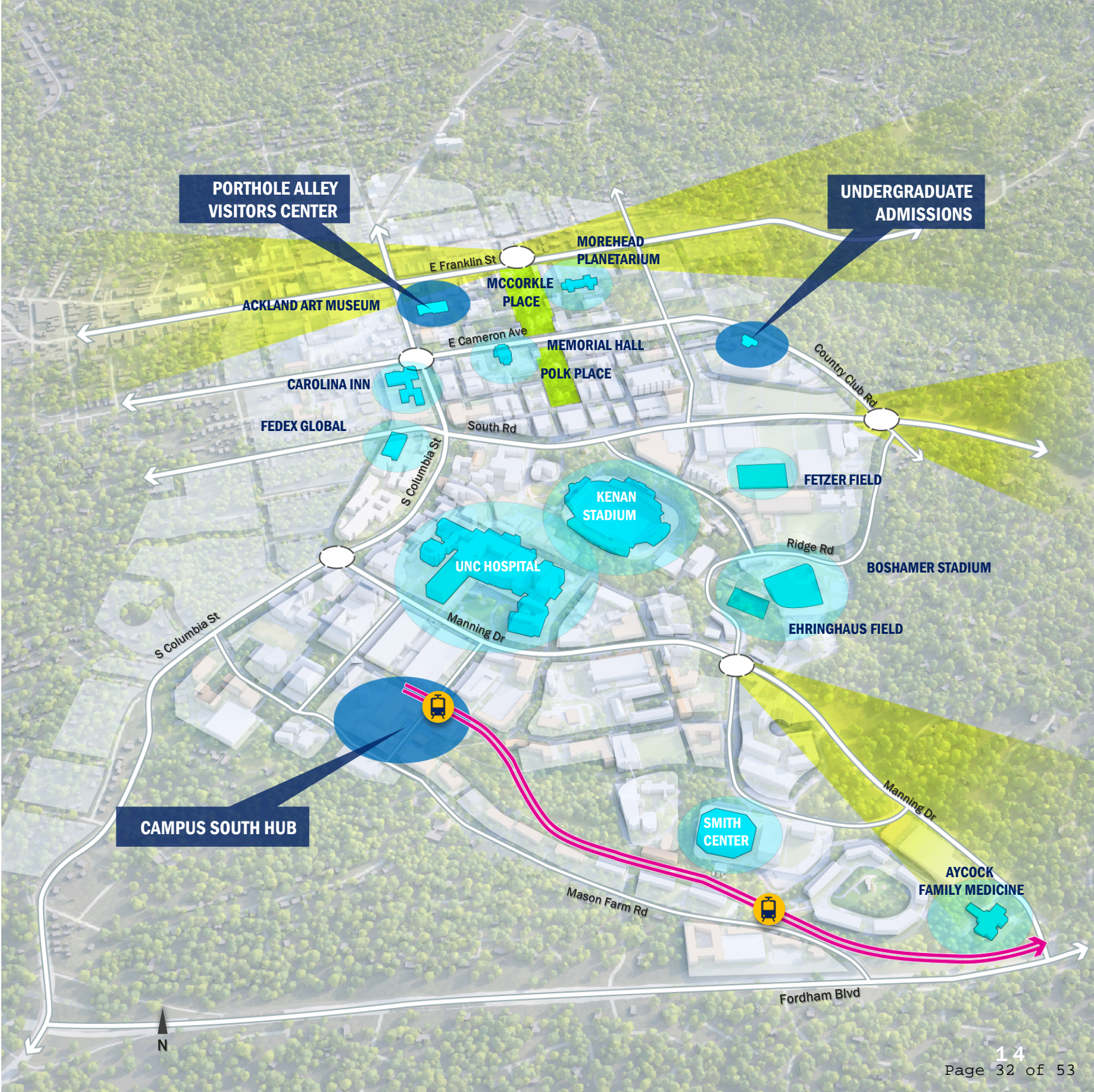
# Welcome

## Open to all.

UNC Chapel Hill is of and for the public. Its community encompasses students, faculty, staff, patients, partners, spectators, and guests.

### How can the campus be more welcoming?

- Visitor arrival and circulation
- Improved visitor touchpoints
- Design - openness and transparency across campus



- MAJOR VEHICULAR CIRCULATION
- ARRIVAL POINTS
- PLANNED LRT LINE
- PLANNED LRT STATION
- EXISTING VISITOR TOUCHPOINT
- NEW/ENHANCED VISITOR TOUCHPOINT



# Welcome

Open to all.

UNC Chapel Hill is of and for the public. Its community encompasses students, faculty, staff, patients, partners, spectators, and guests.

## Public interface

- Convenient multi-modal access for visitors, especially light rail
- Cluster outward-facing and independent functions to create critical mass

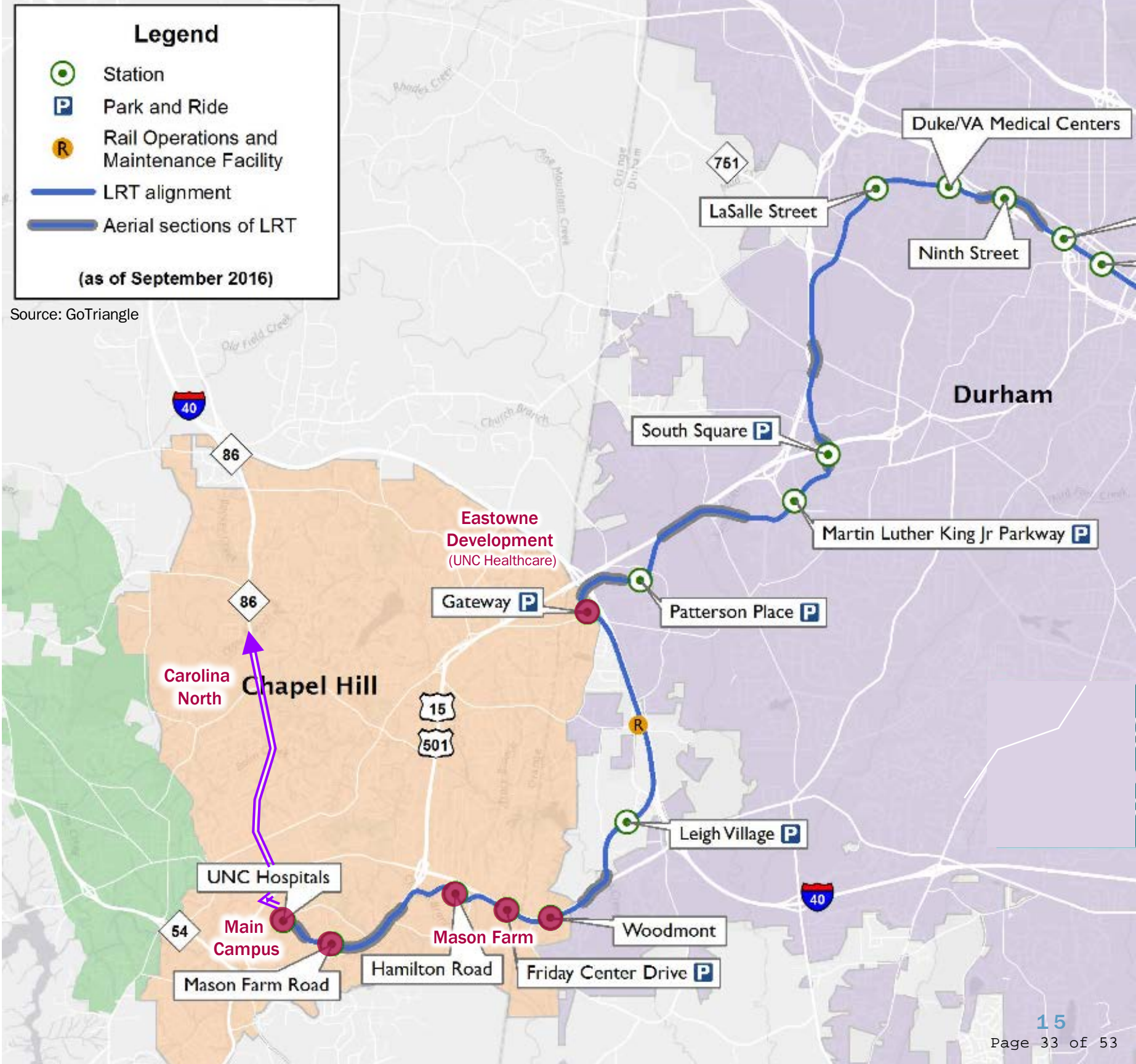
## The New Graduate

- Differing engagements with the university and the campus

## Consistently Carolina

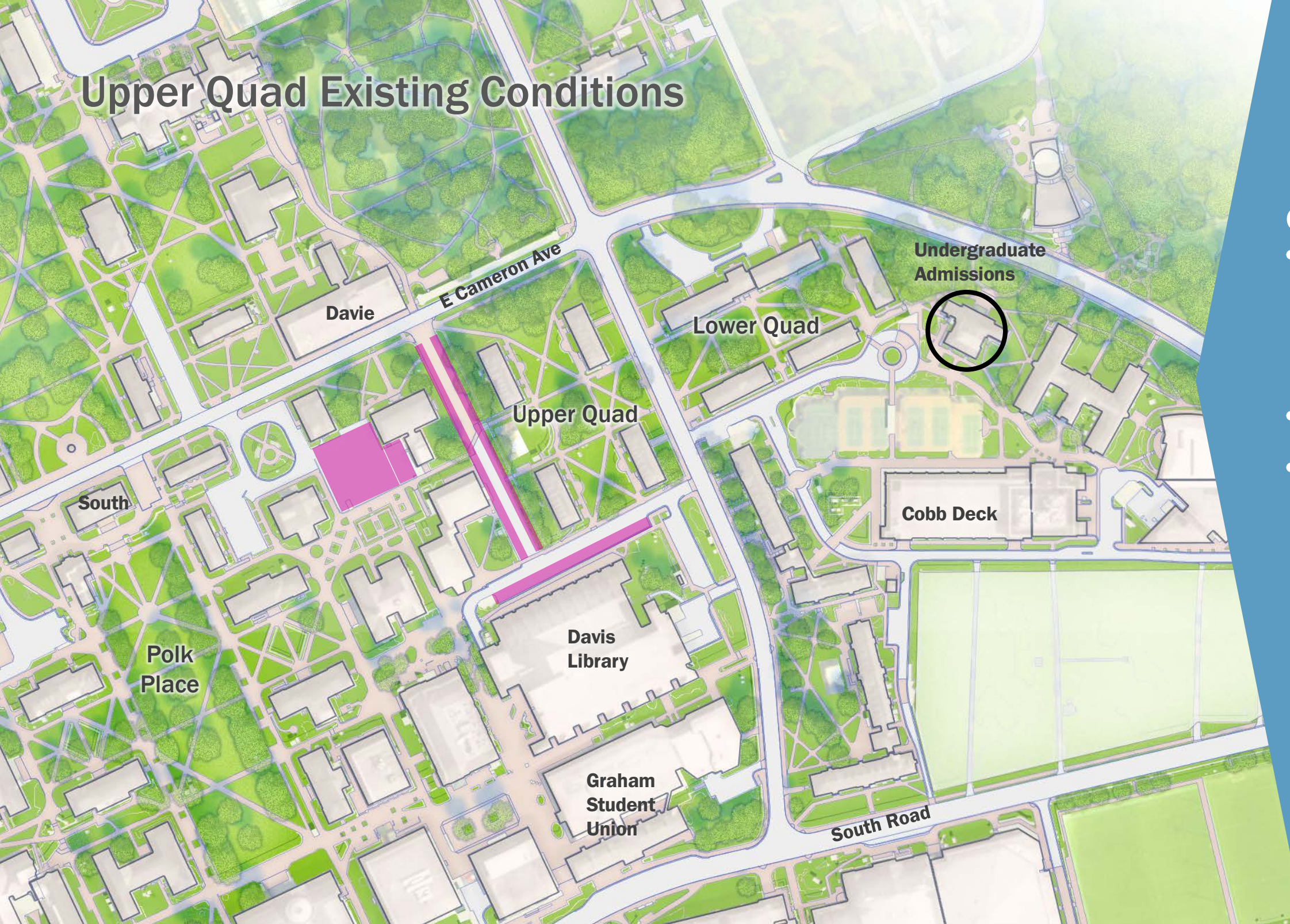
- Buildings, landscapes, and character
- Branding

- PROPOSED BRT CONNECTION
- LRT STOP ADJACENT TO UNC PROPERTY





# Upper Quad Existing Conditions



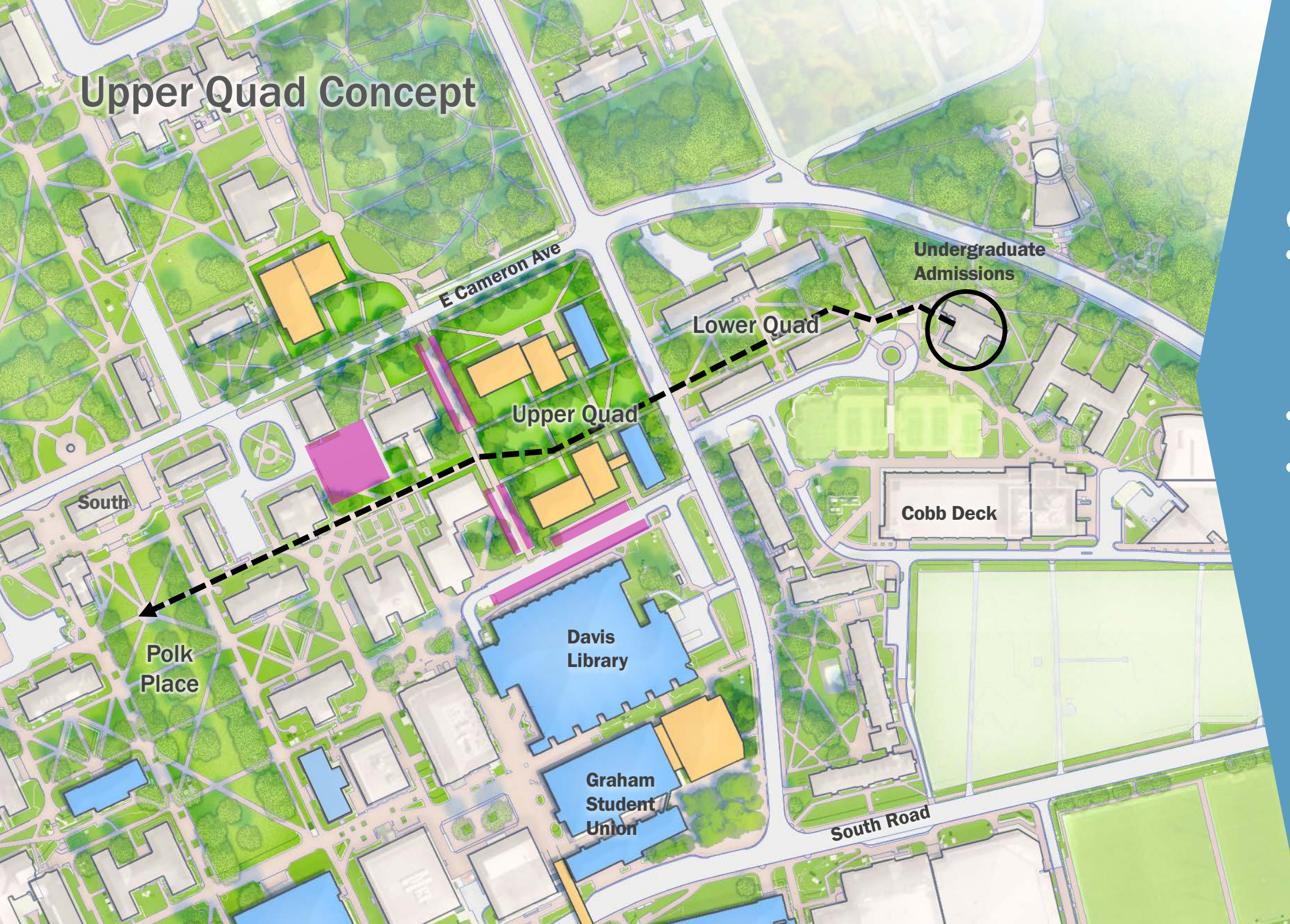
## Goals:

- Strengthen east-west connections towards Polk Place and to Undergraduate Admissions
- Maintain surface parking
- Improve stormwater management

● Surface Parking Existing



# Upper Quad Concept



## Goals:

- Strengthen east-west connections towards Polk Place and to Undergraduate Admissions
- Maintain surface parking
- Improve stormwater management

■ Surface Parking Proposed  
■ New Building  
■ Renovated or Repurposed Building  
**Net Parking Loss: 6 spaces**

The Upper Quad Concept is proposed for the future. No elements are planned for implementation at this time.





## Connections

*Link it together.*

## Strategic Framework

### Pillars

Of the public, for the public.  
Innovation made fundamental.

### Strategic Initiatives

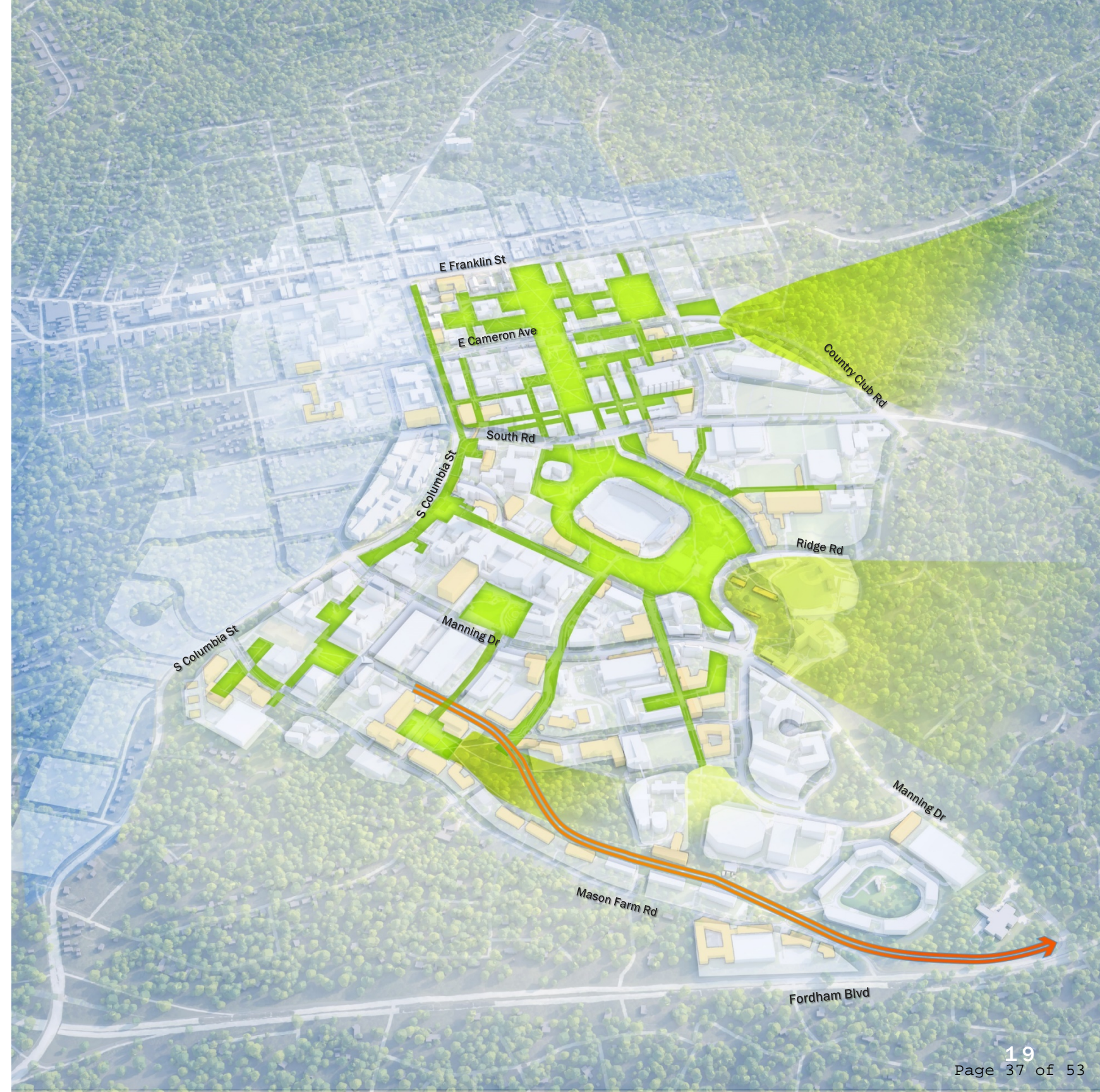
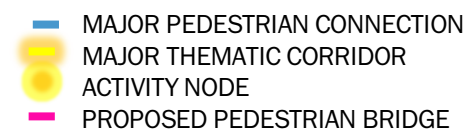
The New Graduate  
The Great Convergence  
Modernizing Student Support  
Carolina Whole Health  
Culture of Innovation  
Arts Everywhere



# Connections

## Link it together.

**The built environment is a powerful tool to connect people to place and to one another.**





# Connections

## Link it together.

The network of campus connections links the western research corridor to the eastern student experience corridor.

### What makes a strong connection?

- Accessibility
- Visual connection
- Comfort
- Safety
- Lighting
- Materials
- Planting
- Art
- Signage and wayfinding

### Connectivity enhancements

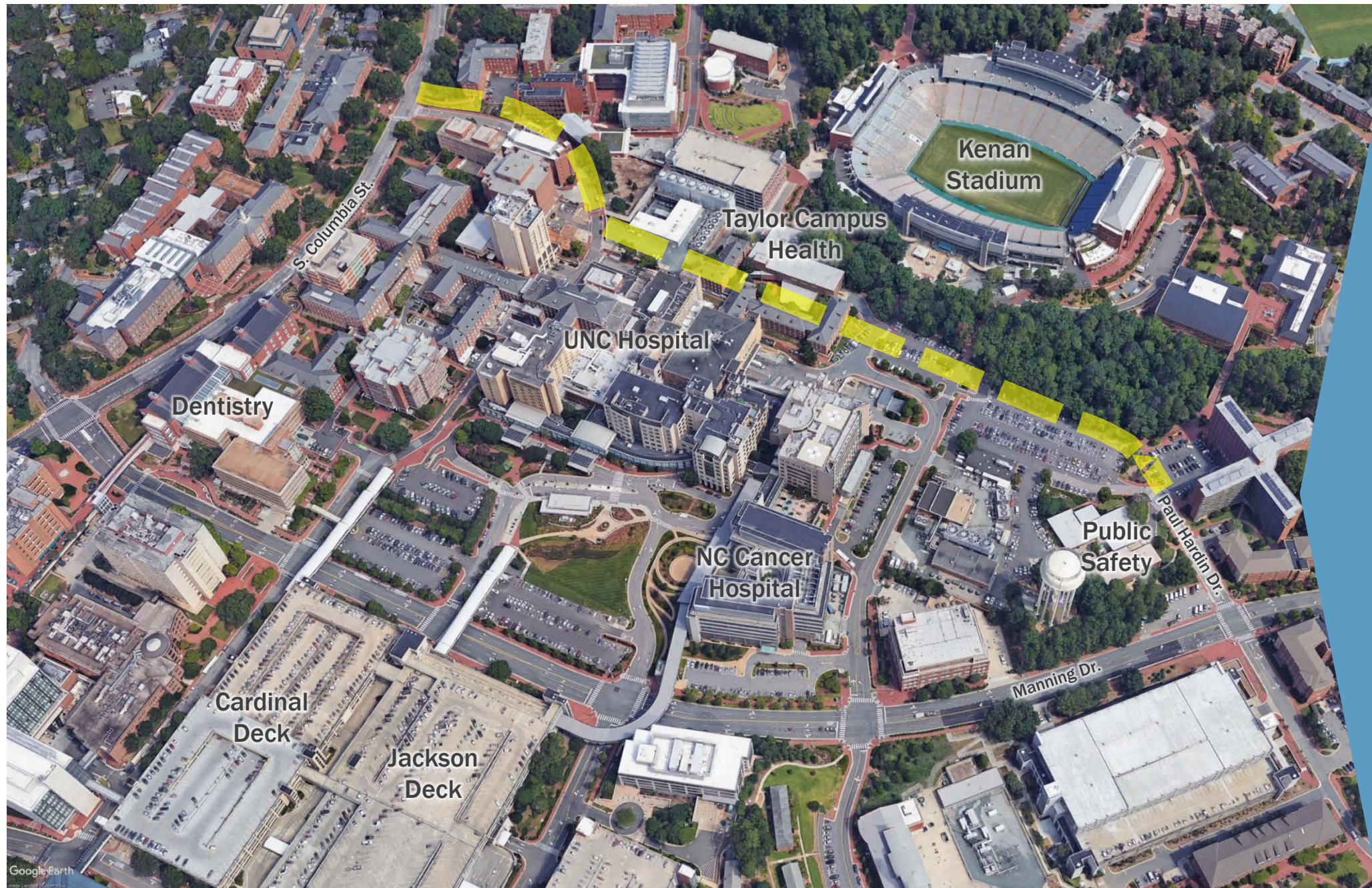
1. Creating a grid in South Campus
2. Paul Hardin Drive Extension
3. Stadium Drive
4. Porthole Alley
5. Upper Quad
6. Bridges over South Road

- MAJOR PEDESTRIAN CONNECTION
- MAJOR THEMATIC CORRIDOR
- ACTIVITY NODE
- PROPOSED PEDESTRIAN BRIDGE





# Paul Hardin Drive Existing Conditions

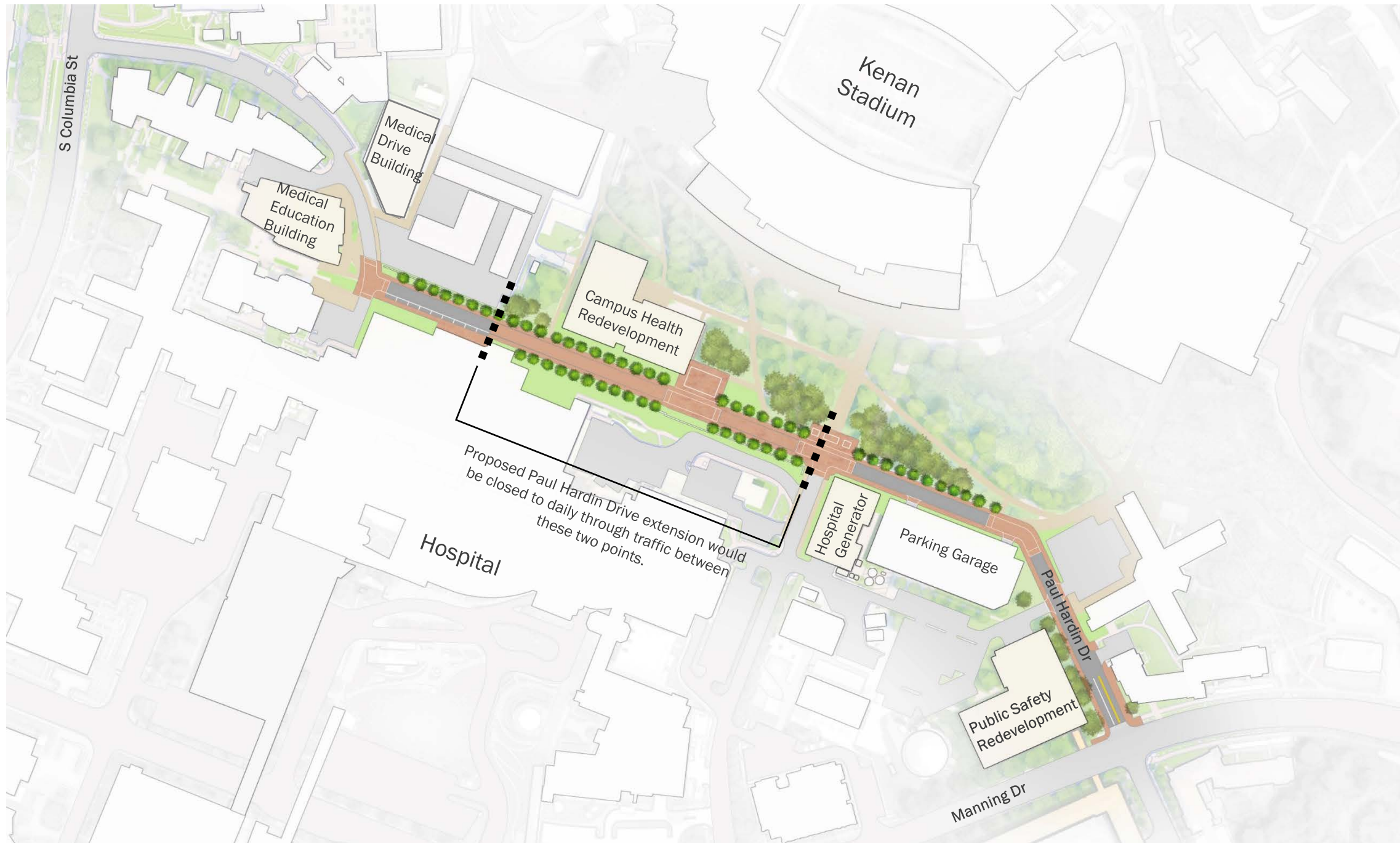


## Goals:

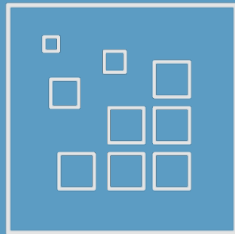
- Enhance campus connectivity via all modes – bike, bus, pedestrian, car, and service
- Improve the environment on the north edge of the hospital
- Enhance the woods on the south side of Kenan Stadium



# Paul Hardin Drive Extended Concept



This concept includes a mix of planned and proposed projects. The Hospital Generator and Parking Garage are planned and beginning design. All other elements of the concept are proposed for future implementation.



## Hubs

*Mix it up.*

## Strategic Framework

### Pillars

Of the public, for the public.  
Innovation made fundamental.

### Strategic Initiatives

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Carolina Whole Health  
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# Hubs

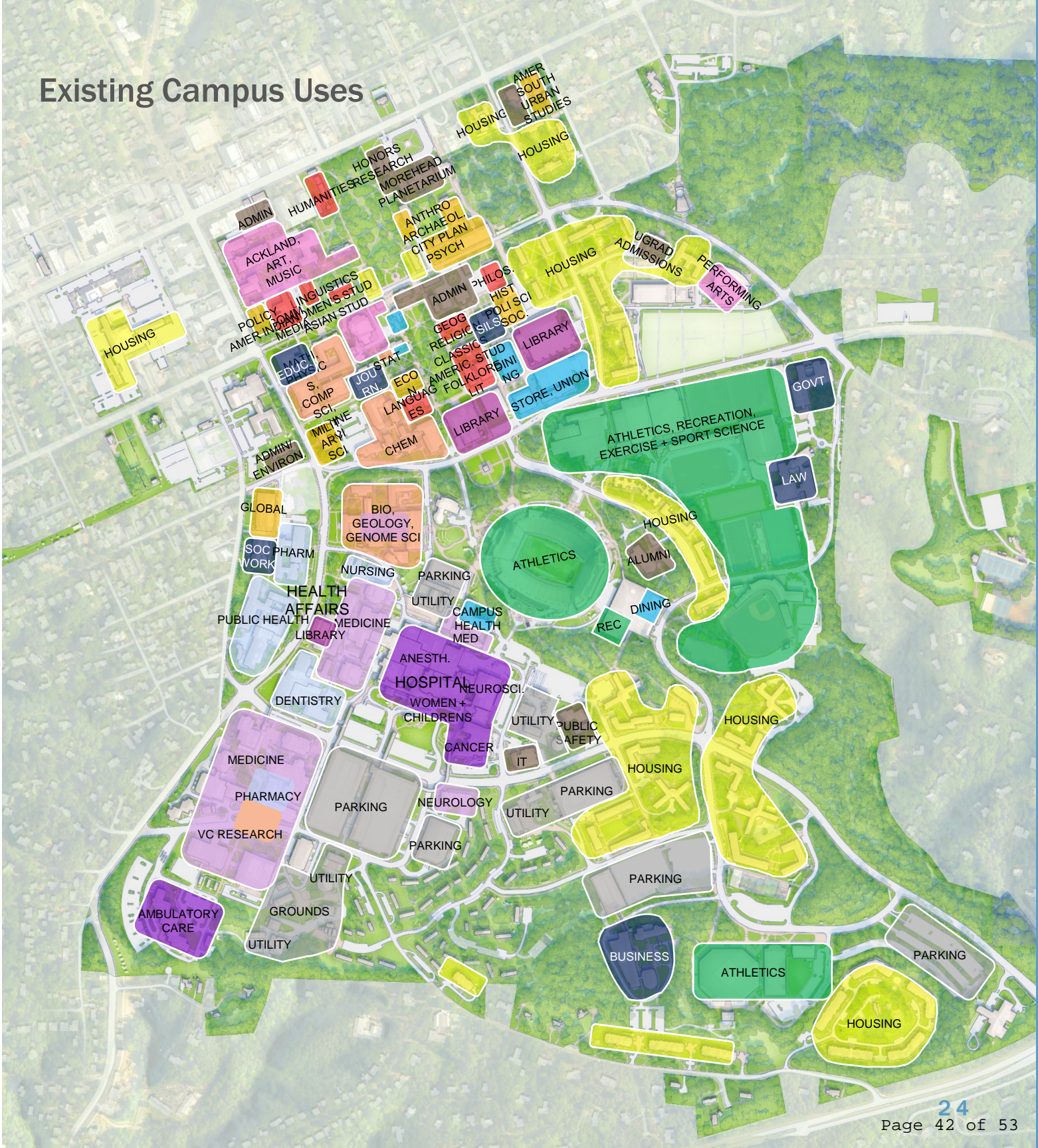
## Mix it up.

Proximity is powerful and shapes community. The mix of uses and programs in each building should reinforce the culture we aspire to have.

### What makes a hub?

- Density
- Proximity
- Intentional mix of uses and disciplines
- See and be seen
- Space to collaborate
- Work environments

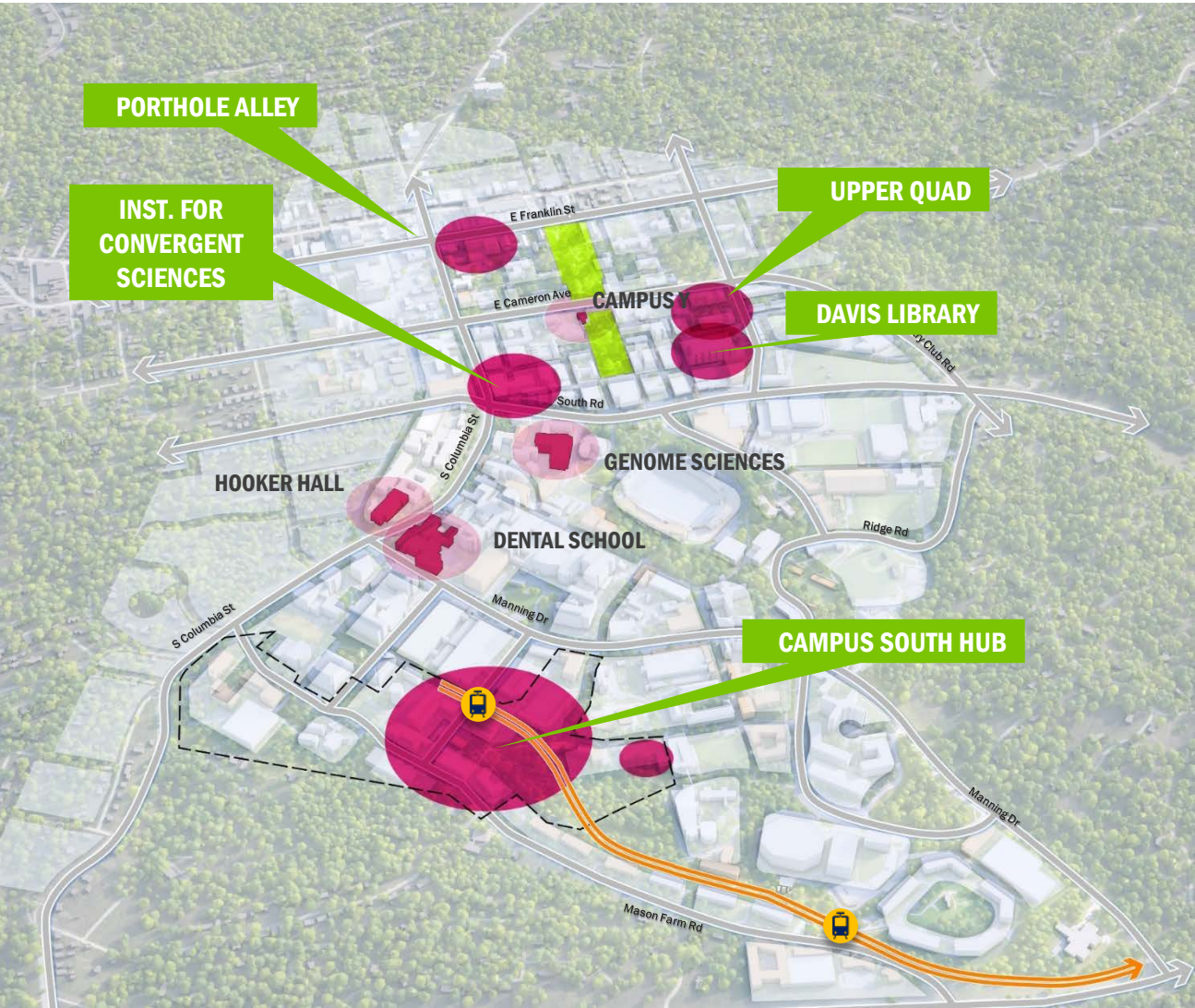
- ADMINISTRATION, SPECIAL FACILITIES
- ATHLETICS, REC, ESS
- FINE ARTS
- HOSPITAL
- HOUSING STUDENT
- HUMANITIES
- LIBRARY
- MEDICINE
- NATURAL SCIENCES + MATHEMATICS
- OTHER HEALTH AFFAIRS
- OTHER SCHOOLS + COLLEGES
- SERVICES
- SOCIAL SCIENCES





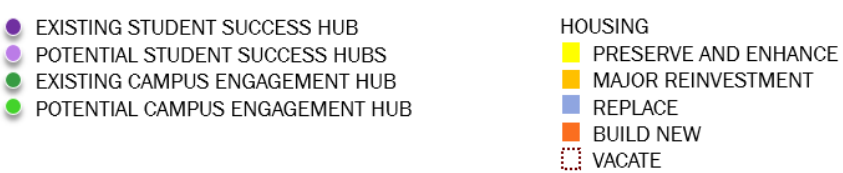
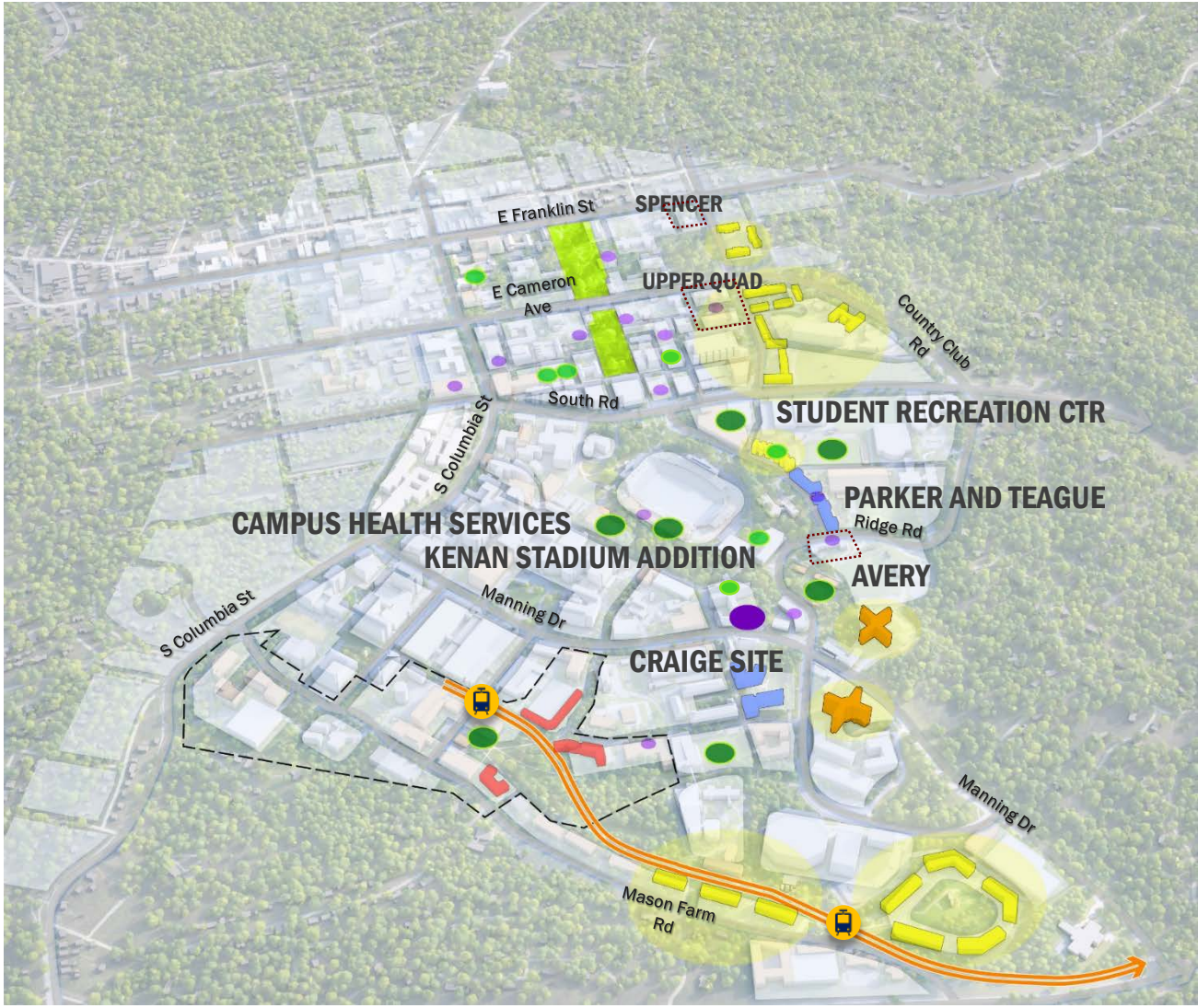
# Innovation + Convergence Hubs

- Enable creative collisions between faculty of different disciplines.
- Create space on campus to foster entrepreneurship and partnerships.



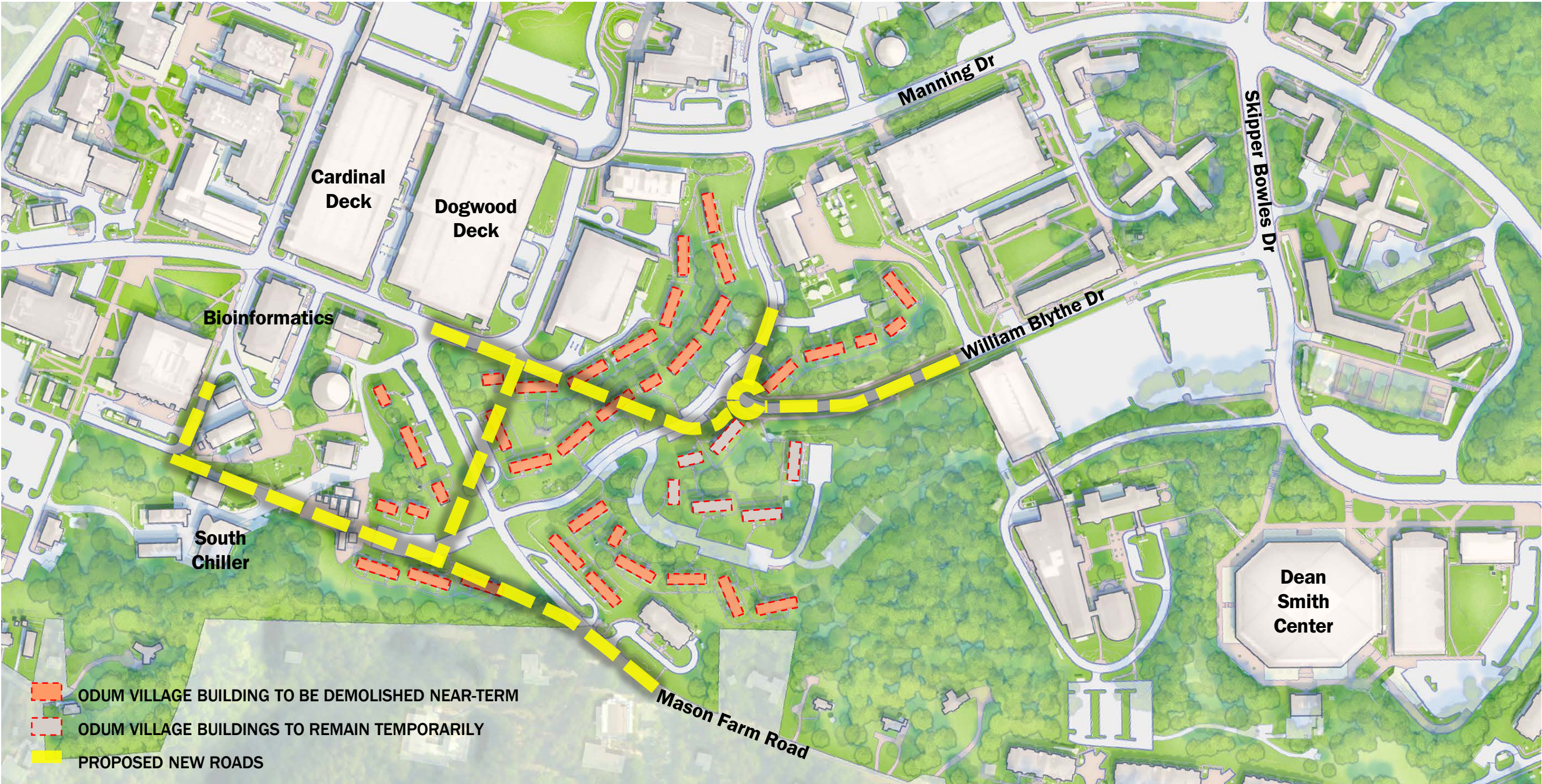
# Student Support Hubs

- Distribute Counseling and other support hubs throughout campus.
- Support holistic health and wellness.
- Realign housing mix to meet modern needs.





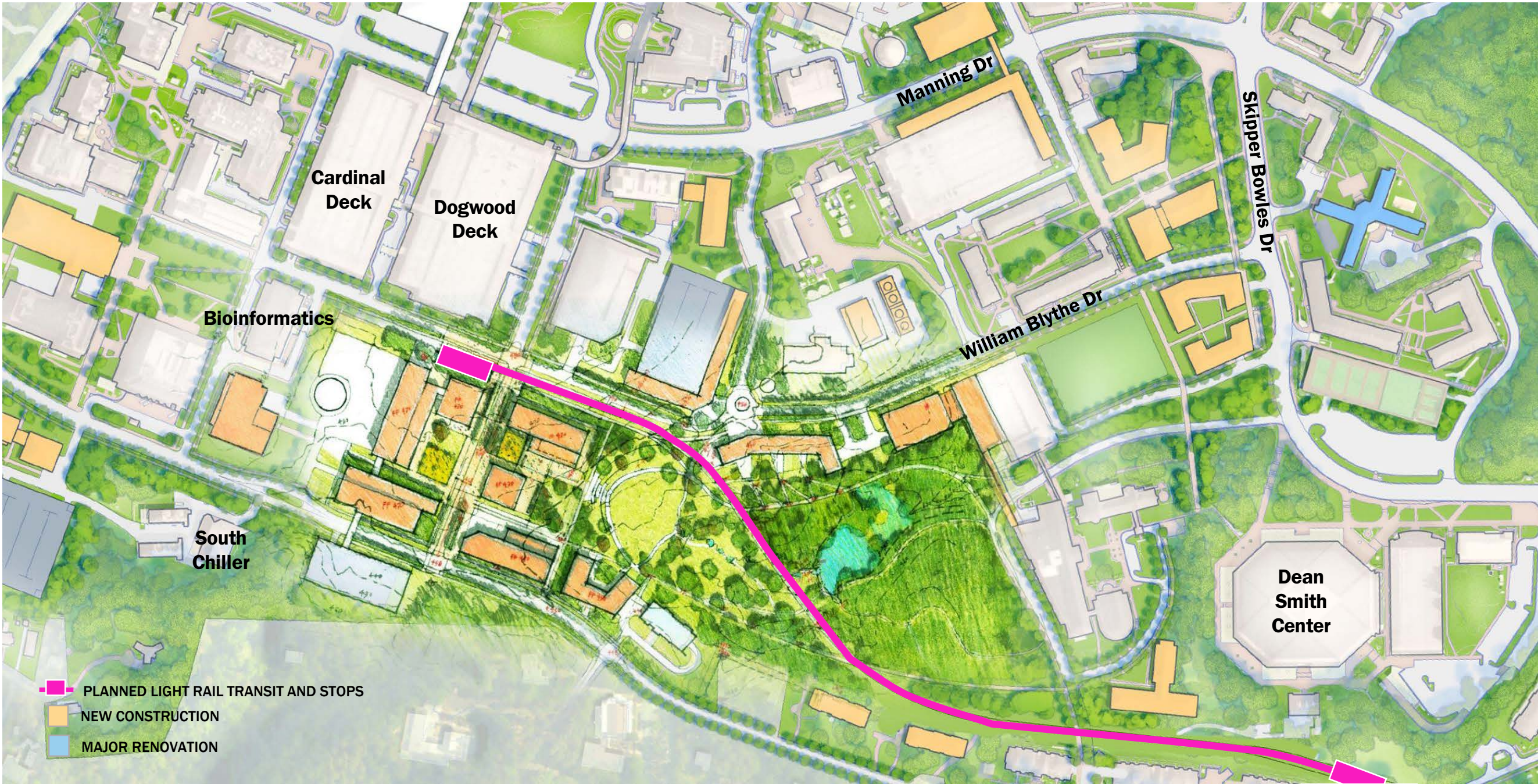
# Campus South Existing Conditions





# Campus South Hub Concept

The Campus South Hub Concept is proposed for the future. No elements are planned for implementation at this time.





# **DRAFT MASTER PLAN**

# What will drive future campus investments?

## Modernizing and renovating poor condition space

- Classrooms – accommodate active learning
- Workplace – shift ratio of open to closed offices, reorganize to modernize student support

## Growth as outlined in the Strategic Framework

- Doubling research funding, increasing innovation and entrepreneurship activities
- More non-traditional students: administrative growth and other targeted facilities needed to support this population
- Expansion of arts facilities across campus

## Alleviating current space shortages

- Student space
- Meeting and conference rooms
- Indoor and outdoor recreation

## Future opportunities not anticipated today

## Aligning housing inventory with market demand

- Anticipate modest residential undergraduate enrollment growth - maintain approximately same number of total beds
- Add graduate housing – market study indicates strong demand
- Diversify offerings for undergraduates – different unit types, more amenities, address deferred maintenance
- Vacate selected traditional halls



# Draft Master Plan

- 5.3 million GSF of potential capacity (4.1 million GSF net new) remains on Main Campus
- 3.3 million GSF identified within a 15-year planning horizon (2.5 million GSF net new)
- Each new project is an opportunity to make landscape and campus systems investments that improve the campus as a whole.

- PLANNED LIGHT RAIL TRANSIT AND STOPS
- NEW CONSTRUCTION
- MAJOR RENOVATION

The Master Plan includes a mix of proposed and planned projects.





# Outlying Parcel Strategies

## What uses can not be successfully accommodated on the Main Campus?

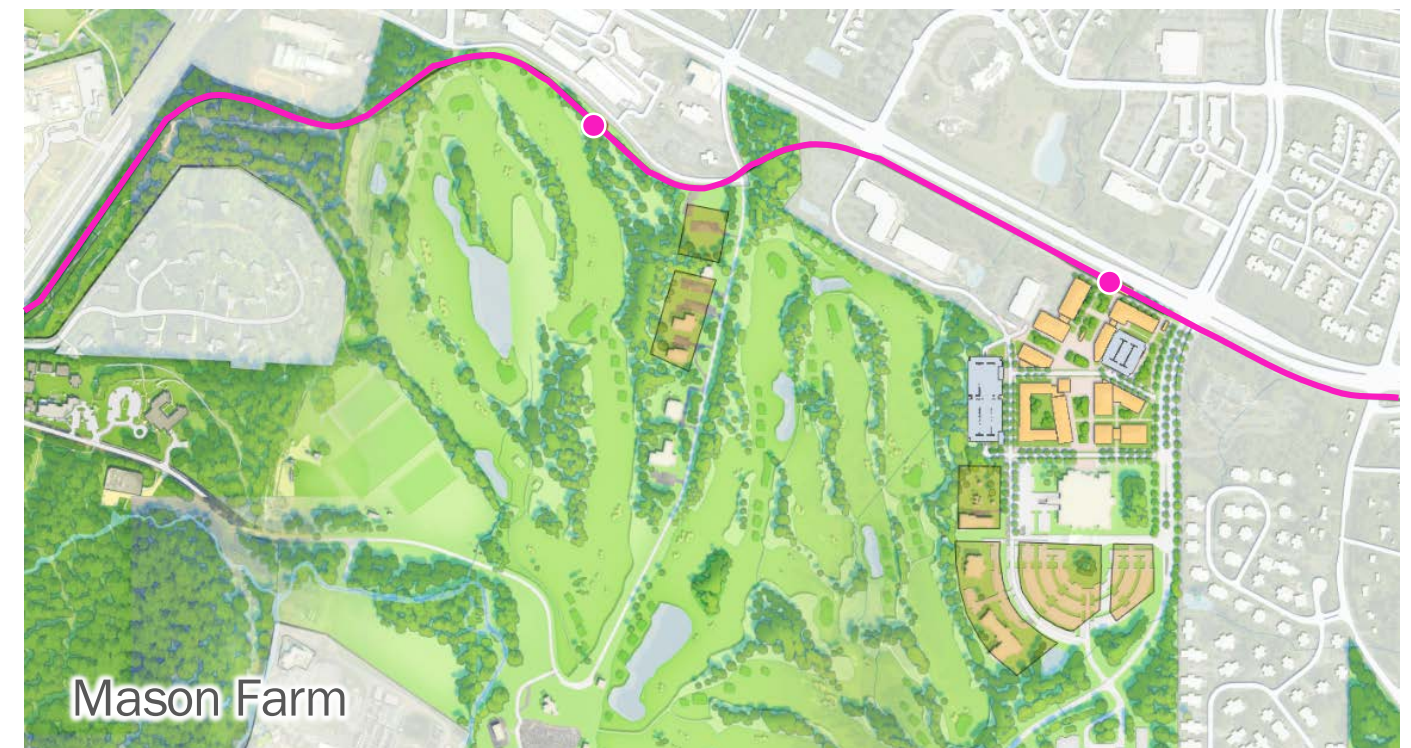
- Portions of Campus Recreation and Athletics operations
- Full space profile needed to double research funding
- Administrative office space

## How should we manage these assets to optimize their value over time?

- Create intentional clusters, build on existing assets.
  - **Carolina North:** recreation facilities, housing, support
  - **Mason Farm:** Friday Center, conferencing, centers and institutes, research, administrative, housing, support, and partnerships
- Make it feel like Carolina.
- Respect the long-term framework.
- Showcase commitment to the Three Zeros goals.

- PLANNED LIGHT RAIL TRANSIT AND STOPS
- NEW CONSTRUCTION
- FUTURE DEVELOPMENT OPPORTUNITIES

The Master Plan includes a mix of proposed and planned projects. All projects indicated for Mason Farm and Carolina North are proposed for the future.





# Phasing

## Near-Term (0-7 yrs)

1. Porthole Alley Redevelopment
2. Institute for Convergent Sciences
3. Medical Education Building
4. Parker + Teague Redevelopment
5. Central Generator Plant + S1 Garage
6. Translational Research Building
7. Biotechnology Collaboration Building + other research and entrepreneurship growth
8. Graduate Housing
9. Business School Expansion

- PLANNED LIGHT RAIL TRANSIT AND STOPS
- PROPOSED BUILDING
- PROPOSED BUILDING - PRIOR PHASE
- PROPOSED ROAD - CONSTRUCTION AREA

The Near-Term phase includes a mix of proposed and planned projects.





# Phasing Mid-Term (7-15 yrs)

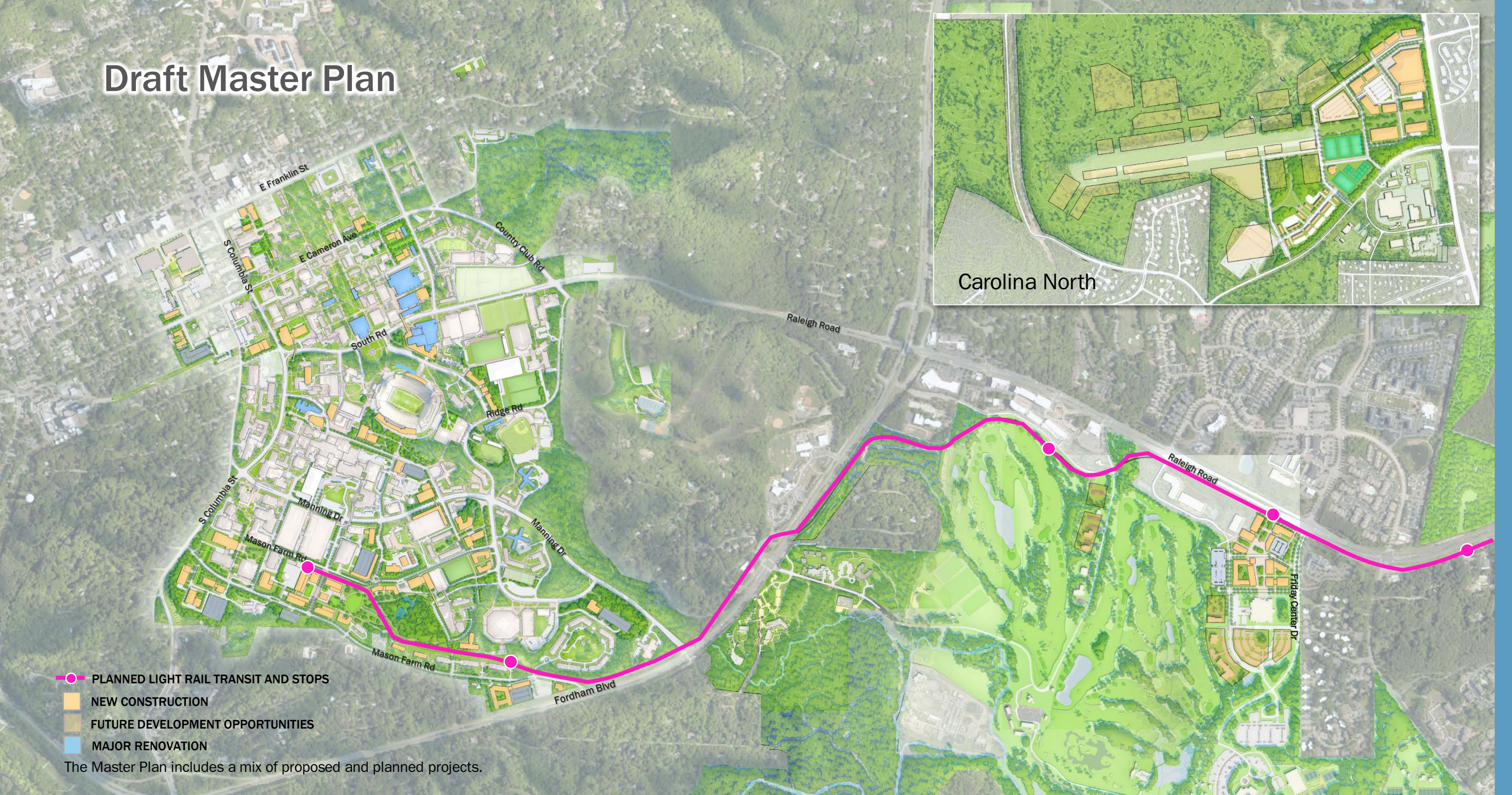
- PLANNED LIGHT RAIL TRANSIT AND STOPS
- PROPOSED BUILDING
- PROPOSED BUILDING - PRIOR PHASE
- PROPOSED ROAD - CONSTRUCTION AREA

All Mid-Term Phase projects are proposed for future implementation.





# Draft Master Plan



- PLANNED LIGHT RAIL TRANSIT AND STOPS
- NEW CONSTRUCTION
- FUTURE DEVELOPMENT OPPORTUNITIES
- MAJOR RENOVATION

The Master Plan includes a mix of proposed and planned projects.



# DISCUSSION