UNC | BOARD OF TRUSTEES

UNIVERSITY AFFAIRS COMMITTEE

January 30, 2019, 2:10PM
Chancellor's Ballroom East, Carolina Inn

OPEN SESSION

FOR ACTION

1. Centers and Institutes Update — Attachment A
   Bob Blouin, Executive Vice Chancellor & Provost

FOR INFORMATION ONLY

(No formal action is requested at this time)

1. Student Affairs Update
   Christi Hurt, Interim Vice Chancellor for Student Affairs

2. UNC System Strategic Goals Update
   Lynn Williford, Assistant Provost for Institutional Research & Assessment
   Terry Magnuson, Vice Chancellor for Research
   Steve Farmer, Vice Provost for Enrollment & Undergraduate Admissions

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

COMMITTEE MEMBERS
Chuck Duckett, Chair
Jeff Brown, Vice Chair
Kelly Hopkins
Bill Keyes
Hari Nath
Savannah Putnam

Administrative Liaison:
Bob Blouin, Executive Vice Chancellor and Provost

THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

OFFICE OF THE EXECUTIVE
VICE CHANCELLOR AND PROVOST

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MEMORANDUM

TO: Haywood D. Cochrane, Jr.
Chair, Board of Trustees of the University of North Carolina at Chapel Hill

FROM: Robert A. Blouin
Executive Vice Chancellor and Provost

DATE: January 23, 2019

RE: Recommendation to Decommission the Center for Pharmacogenomics and Individualized Therapy in the Eshelman School of Pharmacy

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According to governing policies, the Centers and Institutes Review Committee may recommend discontinuation of a center or institute to the Executive Vice Chancellor and Provost following a periodic review of the unit or a formal written request from the administrative officer to whom the center or institute reports. If the Executive Vice Chancellor and Provost determines that discontinuation is warranted, he or she will ask the Chancellor and Board of Trustees to approve this action.

The Centers and Institutes Review Committee recently considered a request to decommission the Center for Pharmacogenomics and Individualized Therapy in the Eshelman School of Pharmacy (see attached). This request was initiated following a review of the Center conducted by the Dean's Office in the Eshelman School.

As Associate Dean Kim Brouwer mentions in the attached letter, pharmacogenomics remains an important aspect of precision medicine initiatives, and the school will continue to be heavily active in this work, particularly in combination with campus-wide efforts in this area of study. A key finding of the periodic review, however, was that CPIT had not obtained major grants and that the prospects for doing so were slim. Instead, a new and broader model is required that taps into and builds on developing campus-wide initiatives in precision medicine and pharmacometrics.

The Committee recommends, and the Chancellor and I agree, that CPIT should be decommissioned as an official University center.

I look forward to discussing this recommendation with you and your colleagues at the next Board of Trustees meeting.

cc: Clayton Somers, Vice Chancellor for Public Affairs and Secretary of the University
Carol Tresolini, Vice Provost for Academic Initiatives and Chair, Centers and Institutes Review Committee

Attachment: Letter of November 12, 2018

UNC
ESHELMAN
SCHOOL OF PHARMACY

THE UNIVERSITY
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at CHAPEL HILL

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KIM L. R. BROUWER, PharmD, PhD
William R. Kenan, Jr. Distinguished Professor
Associate Dean for Research and Graduate Education

November 12, 2018

Carol Tresolini, PhD
Vice Provost for Academic Initiatives
104 South Building, 3000
University of North Carolina at Chapel Hill
Chapel Hill, North Carolina

Dear Dr. Tresolini:

I am writing to request that the University decommission the Center for Pharmacogenomics and Individualized Therapy (CPIT). Interim Dean Thakker charged a committee (Dr. Stephen Frye, Director of the Center for Integrative Chemical Biology and Drug Discovery; Dr. Alex Tropsha, Associate Dean for Data Science and Pharmacoinformatics; and Dr. Mike Jay, Chair of the Division of Pharmacoengineering and Molecular Pharmaceutics) in August, 2018, to conduct an internal review of CPIT and recommend a course of action. Based on the findings of this review, Interim Dean Thakker and I have reached the conclusion that CPIT no longer meets the definition of a Center or Institute as described in Section II of the *Policies and Procedures Governing Centers and Institutes*; therefore, we request that CPIT be decommissioned.

Pharmacogenomics is an important aspect of precision medicine/therapy initiatives within the School and across the campus. Dr. Tim Wiltshire, the current Director of CPIT, will continue to focus his research program on the development of platforms and approaches for clinical pharmacogenetic implementation, and he will remain actively involved in pharmacogenomic education.

If you need any additional information, please do not hesitate to contact me.

Sincerely,

Kim L R Brouwer

Kim L. R. Brouwer, Pharm.D., Ph.D.
William R. Kenan, Jr. Distinguished Professor
Associate Dean for Research and Graduate Education

Cc: Dr. Dhiren R Thakker, Interim Dean
Dr. Tim Wiltshire, Director of CPIT
Dr. Angela Kashuba, Chair, Division of Pharmacotherapy and Experimental Therapeutics

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MEMORANDUM

TO: Haywood Cochrane
Chair, UNC-Chapel Hill Board of Trustees

Chuck Duckett
Chair, UNC-Chapel Hill Board of Trustees University Affairs Committee

FROM: Robert A. Blouin
Executive Vice Chancellor and Provost

DATE: January 24, 2019

RE: Request for Authorization to Establish the Carolina Latinx Center

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Creating a new center or institute within the UNC system requires a two-step process involving, first, a request for authorization to plan and, second, a request for authorization to establish the new unit. Authorization to plan is granted by the chancellor and provost, with notification to the Board of Trustees. Authorization to establish the new center or institute is given by the Board of Trustees.

Previously, authorization was given to plan the Carolina Latina/o Center (now proposed as the Carolina Latinx Center), to serve as a campus-wide public service unit to build on and replace the thriving Carolina Latinx Collaborative. The collaborative was established in 2009 following the recommendation of a task force appointed by then-Provost Bernadette Gray-Little. Since inception, the collaborative has enriched the lives of Latinx students, faculty, and staff, as well as the entire campus community, by providing programs and initiatives to help recruit prospective Latinx students, mentor current students, celebrate Hispanic heritage and culture, advocate for and represent Latinx faculty and staff, and teach the campus community about the growing Latinx population and its history in North Carolina and the nation. The Office of Diversity and Inclusion administers the collaborative and supports the proposed Carolina Latinx Center.

Following the planning stage, a request for authorization to establish the Carolina Latinx Center was submitted to the Centers and Institutes Review Committee by Paul Cuadros, Associate Professor in the School of Media and Journalism, Josmell Perez, Director of the Carolina Latinx Collaborative, and colleagues. The Carolina Latinx Center would expand, elevate, and further formalize the work of the collaborative in order to more fully serve the Latinx community and the university. The center's mission would be to provide a welcoming and inclusive space for Latinx students, faculty, staff, and the wider community; educate the university and local communities about Latinx life, history, and heritage; and help to fulfill the university's goal of building a diverse student body, faculty, and staff. The center would have four areas of focus: community, service, scholarship, and engagement.

The Centers and Institutes Review Committee concluded that it is important for the university to establish a Latinx center and has forwarded their recommendation to approve the request for

authorization to establish the Carolina Latinx Center. The center would report to the Vice Provost for Academic Initiatives, who would be responsible for overseeing its further development.

I fully support and endorse the request for authorization to establish the Carolina Latinx Center and am now forwarding this recommendation for final approval. Thank you for considering this recommendation.

cc: Clayton Somers
Vice Chancellor for Public Affairs and Secretary of the University

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

Update on Carolina's Performance on the UNC System Strategic Plan Metrics

Presentation to the University Affairs Committee
UNC-Chapel Hill Board of Trustees
January 30, 2019

Steve Farmer, Vice Provost for Enrollment & Undergraduate Admissions
Terry Magnuson, Vice Chancellor for Research
Lynn Williford, Assistant Provost for Institutional Research & Assessment

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"Meeting Expectations"

UNC System's Five-Year Strategic Plan

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Areas of Focus

ACCESS

Enrollments and Completions
Transition from K-12 to College

AFFORDABILITY AND EFFICIENCY

Affordable Tuition
Operational and Financial Flexibility

STUDENT SUCCESS

Graduation Rates/Degree Efficiency
Reduce Achievement Gaps
Competencies for 21st Century Life

ECONOMIC IMPACT AND COMMUNITY ENGAGEMENT

Critical Workforce Credentials
Research Productivity
Investment in NC Communities

EXCELLENT AND DIVERSE INSTITUTIONS

Academic Areas Of Distinction
Development of Human Capital

Framework for Assessing Institutional Performance

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- Nine metrics related to Access, Student Success, and Economic Impact that can be assessed using quantitative data
- Each institution worked with UNC System Staff to develop a five-year performance agreement signed by the chancellor and UNC System president.
  - Campuses could align the metrics with their own strategic plans by categorizing each one as: Prioritize, Improve, or Sustain.
  - Based on analysis of historical data, current capacity, and future projections, campuses proposed targets that they negotiated with UNC System staff.
- Performance dashboards displaying campus metrics and annual results are available on the UNC System's public website

UNC System Strategic Plan Metrics for Carolina

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PRIORITIZE Top priorities over the next 5 years; these metrics are central to the institution's success and existing improvement efforts.	IMPROVE Metrics reflecting secondary priorities that the institution will work to enhance	SUSTAIN A metric the institution will work to maintain its level of performance.
Improve 5-Year Graduation Rate	Increase Low Income Enrollments	Overall Undergraduate Degree Efficiency
Increase Critical Workforce Credentials	Increase Rural Completions	
Increase Research Productivity	Reduce Gender Gap in Undergraduate Degree Efficiency	
Increase Rural Enrollments		
Increase Low Income Completions		

Five-Year Graduation Rate

By 2022, Carolina will improve its five-year graduation rate from any accredited institution to 94.0% from a baseline of 91.7% for the 2010 cohort.

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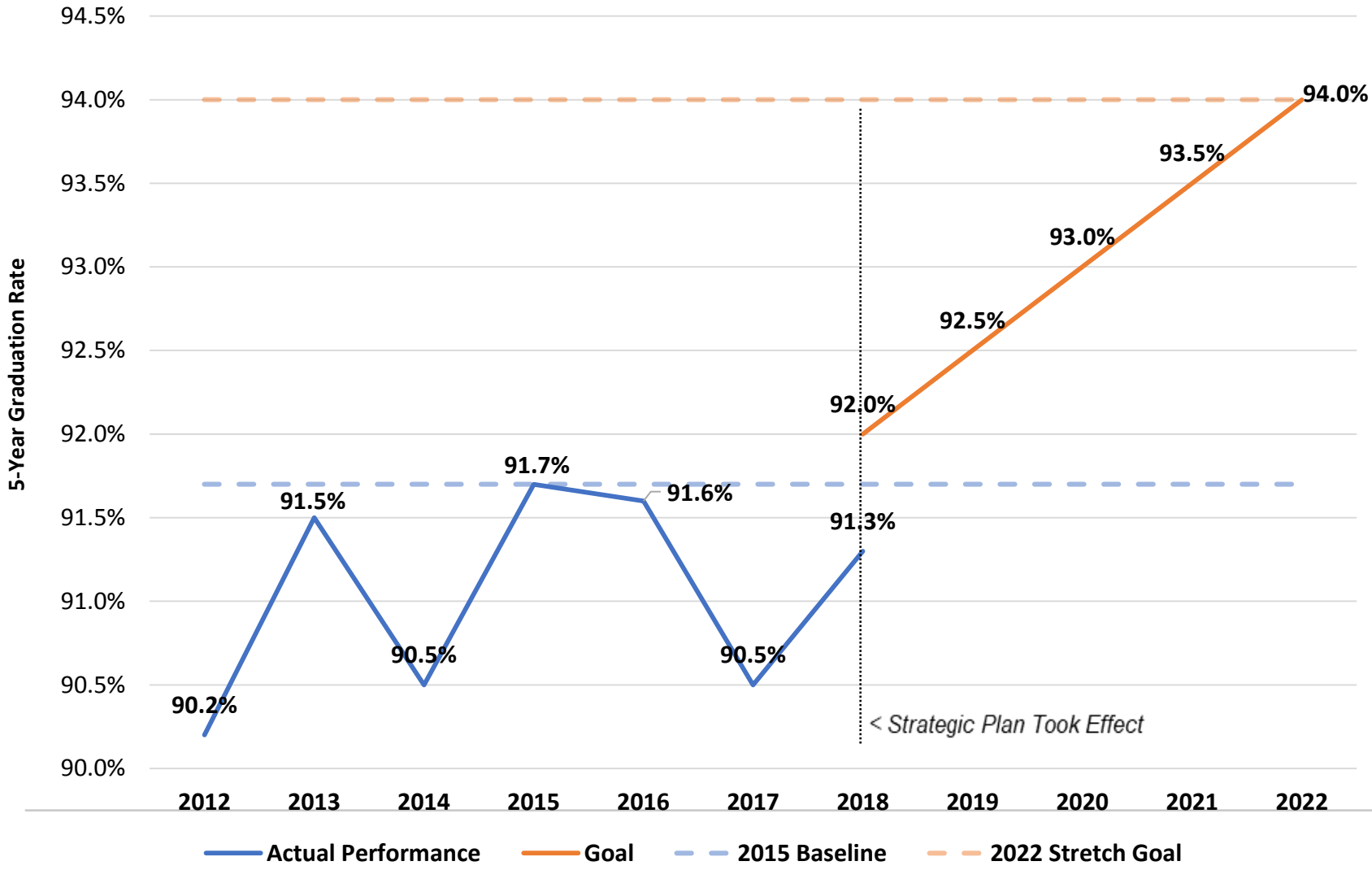

The five-year graduation rate includes undergraduate students who entered Carolina as degree-seeking first-year students and received their bachelor's degrees at Carolina or at another four-year institution.

The 94% target for 2022 was approved as a "stretch goal."

Carolina fell short of the 2018 interim target of 92% by only 0.7 percentage points.

Five-Year Graduation Rates: Keys to Fulfilling Our Commitment

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- Graduation rates at UNC-Chapel Hill are already one of the highest among all top public peers, making continued progress increasingly difficult.
- As part of The Blueprint for Next, Carolina is designing and implementing significant improvements in student support services and student-centered systems.
- We are also continuously engaged in research and assessment to identify additional factors that impact graduation, evaluate the effectiveness of our interventions, and use the results to improve student outcomes.

Critical Workforce Credentials

By 2021-22, Carolina will produce 3,769 critical workforce credentials, an increase ***of 11.9%*** *(400 additional critical workforce credentials over a base of 3,369).*

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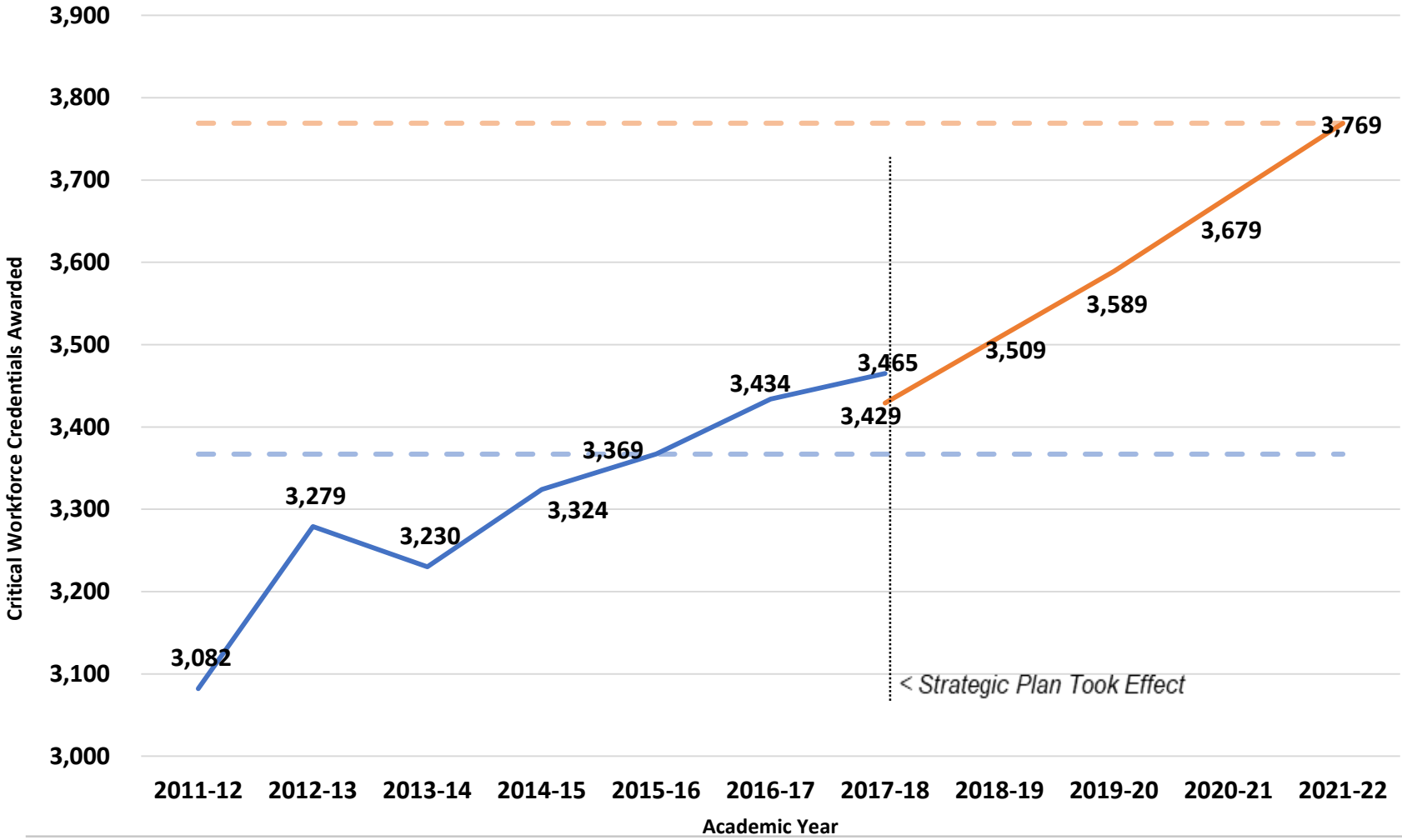


This commitment is consistent with The Blueprint for Next Strategic Framework priority to prepare our graduates for the new economy.

"Critical Workforce Credentials" include degrees and certificates awarded at any level in education, STEM fields, and health sciences.

Carolina's contribution to the talent pool of professionals with critical workforce credentials is the second largest in the UNC System, and is vital to meet North Carolina's workforce requirements.

The 3,465 critical workforce credentials Carolina awarded in 2017-18 exceeded the interim target by 36.

Critical Workforce Credentials: Keys to Fulfilling Our Commitment

THE UNIVERSITY of NORTH CAROLINA at CHAPEL HILL

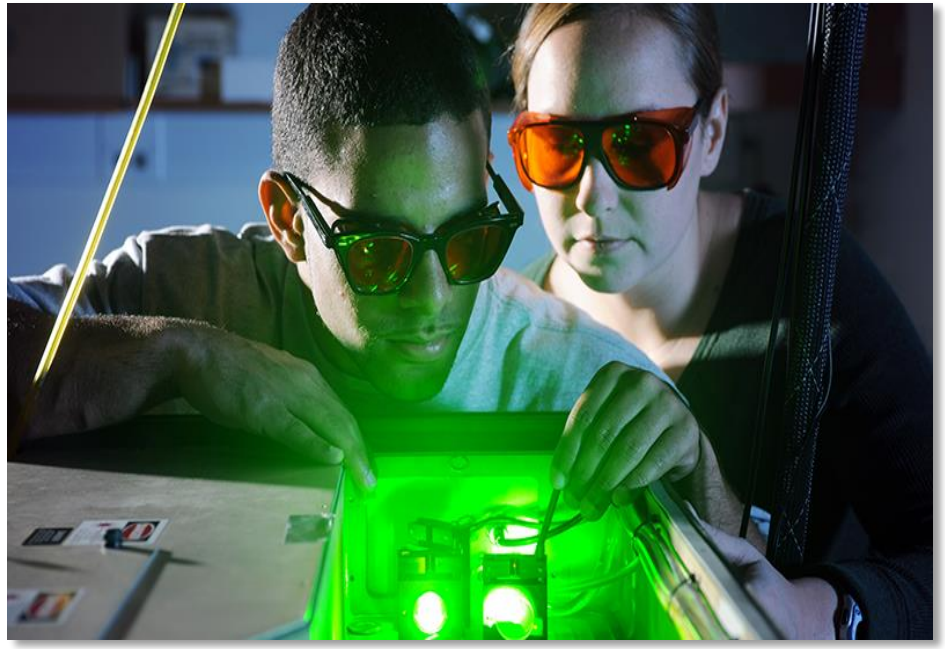
A number of current initiatives indicate that Carolina's production of critical workforce credentials will continue to increase toward the 3,769 target for 2022.

"Connecting, Doing, Making" STEM-focused Quality Enhancement Plan

- Large-scale 5-year plan to improve learning in the sciences by involving more students in hands-on, faculty-guided research earlier in their academic careers.
- Additional growth in STEM majors and graduates is expected in response to these opportunities and improved success rates in introductory science courses resulting from instructional innovations.

New Graduate Degree and Certificate Programs in Health Sciences and STEM disciplines:

- Redesigned MPH program expanded to include online options and collaborations with UNC-Asheville to serve western NC
- Biomedical and Health Informatics (professional master's degree)
- Health Informatics
- Bioinformatics and Computational Biology
- Data Science (under development)



Research Productivity

By 2021-22, Carolina will receive $905.3M in research and development sponsored program awards and licensing income, an increase of 7.4% ($62.7M above FY16 base of $842.6M).

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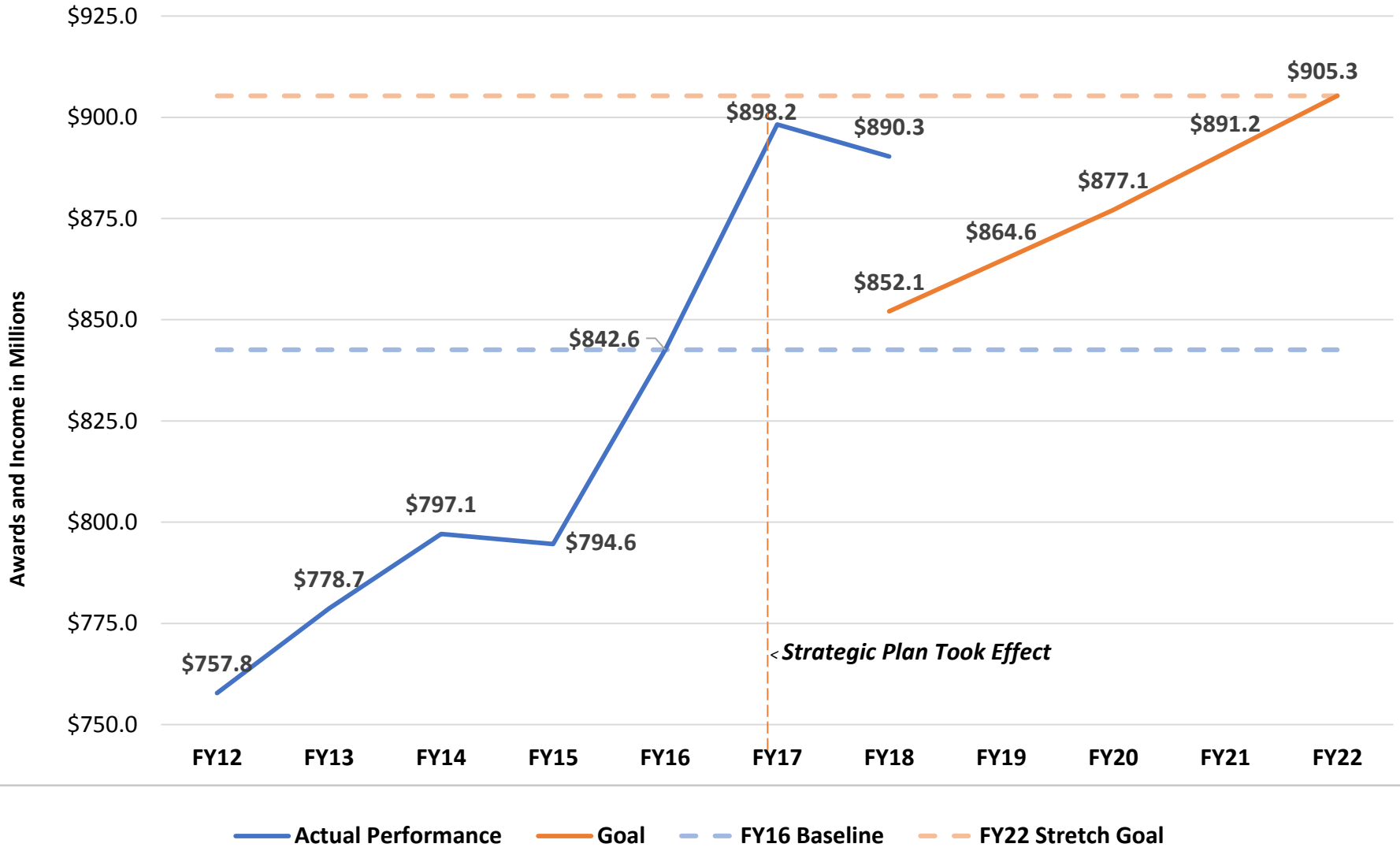

The target increase from $842.6M in FY16 to $905.3M in FY22 was designated as a "stretch goal."

The FY18 awards and income total of $890.3M exceeded the interim target by $38.2M.

Research Productivity: Where We Stand - and Looking Ahead

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- UNC ranks **5th** in federal funding – **11th** in US in overall research volume
- UNC research **covers a broad spectrum** – from saving lives at Lineberger Cancer Center – to evaluating US foreign aid impact at CPC's MEASURE project
- Translating research into professional, commercial, and societal benefits is part of **The Blueprint for Next**:
  - UNC research employs **12,652 in over 90 NC counties**
  - UNC research has led to **836 US patents**
  - UNC has spun out over **300 active NC businesses** employing over **8,000 NC residents** – around **200** coming out of research
- **Initiatives: Creativity Hubs, UNC Strategic Priorities** (*Precision Health & Society - Data Science - Brain – Environment – Cancer - Opportunity, Well-being & Culture*); **Translational Research Building; Institute for Convergent Science**
- "Research productivity" is subject to major forces beyond UNC's control (government decisions, institutional competition, etc.)

Prioritize

Rural Enrollments:

By fall 2021, Carolina will enroll 4,140 rural students, a 5.0% increase over 2016 levels (198 additional rural students over a base of 3,942).

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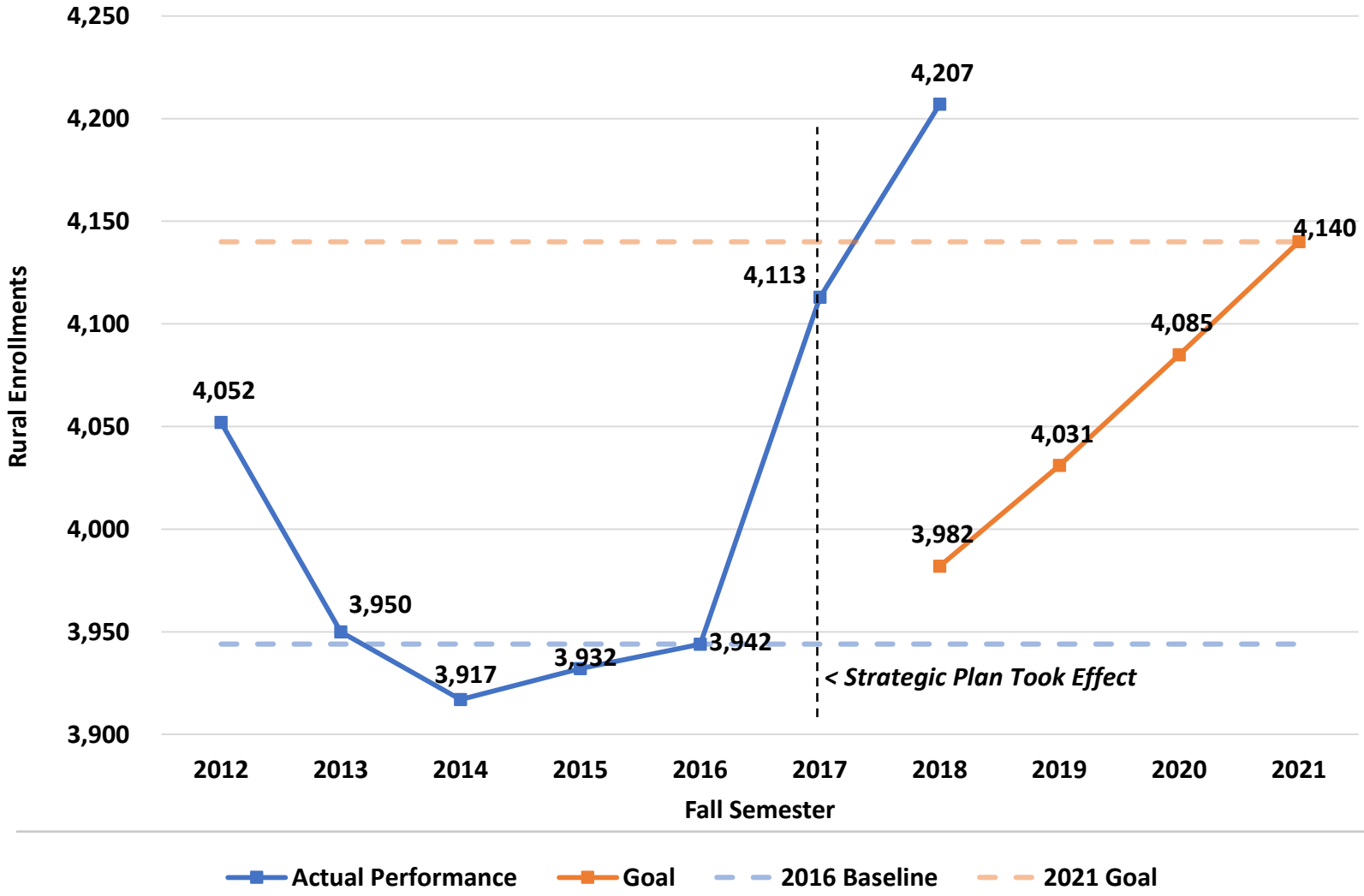


These numbers include undergraduate degree-seeking North Carolina residents only.

A "rural" student is defined here as a resident of a North Carolina county categorized by the NC Department of Commerce as Tier 1 (most distressed) or Tier 2 (less distressed) based on population size and poverty rate.

With rural enrollments of 4,207 in fall 2018, Carolina exceeded the final target for fall 2021 by 67. This represents an increase of 265 rural students in the last 2 years.

Rural Enrollments: Keys to Fulfilling Our Commitment

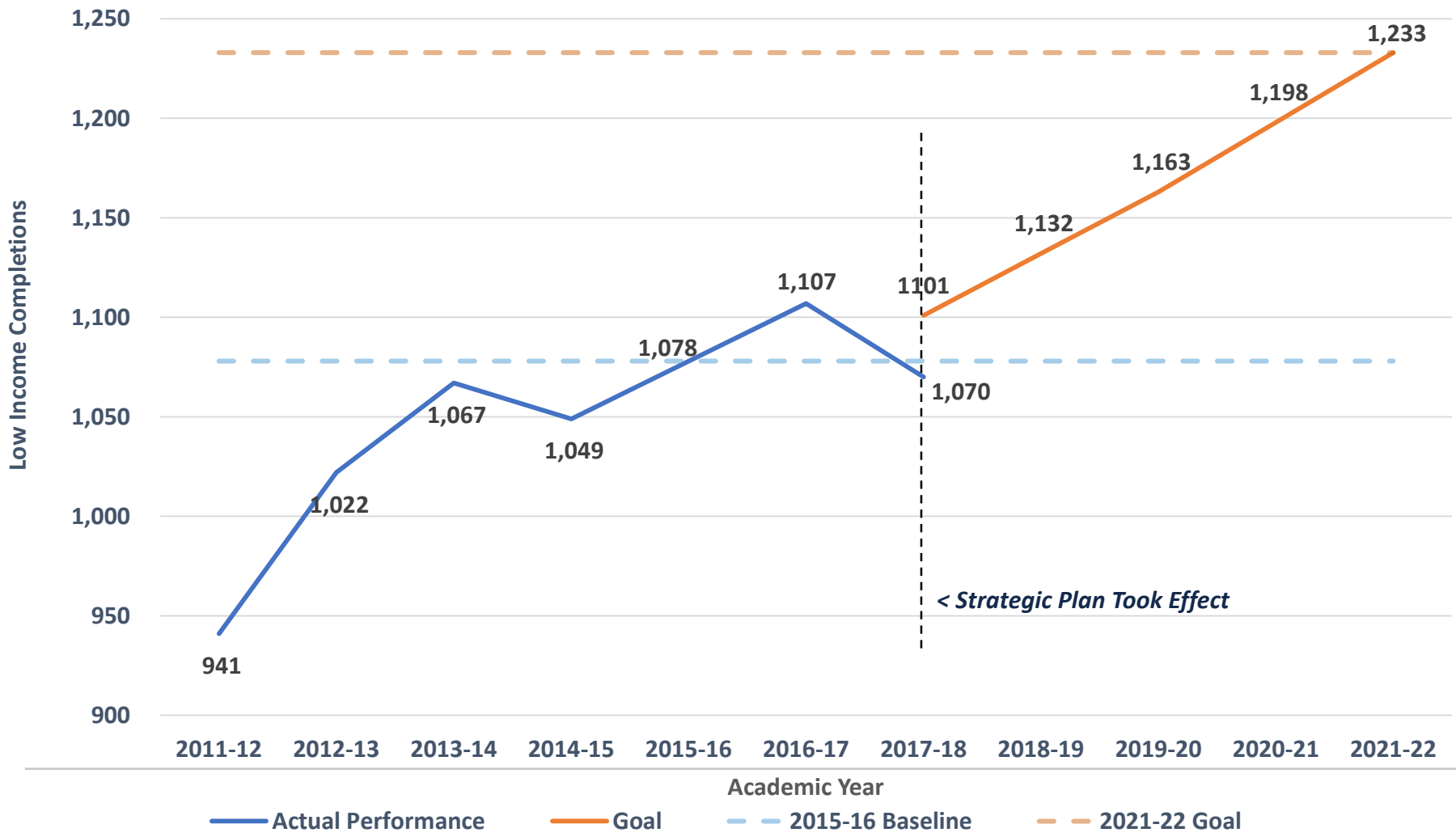
THE UNIVERSITY of NORTH CAROLINA at CHAPEL HILL

One current adviser, Stone Yeats, was a Carolina College Advising Corps advisee who returned to his high school, J. M. Morehead in Rockingham County, to give back to the community and school that helped mold him.

- In fall 2017, 35% percent of all new undergraduates were rural North Carolinians.
- The **Carolina College Advising Corps** is an example of our commitment to increase college access for rural North Carolinians.
  - Founded in 2007, The Carolina College Advising Corps helps low-income, first-generation, and underrepresented students find their way to college.
  - In 2017-18, for example, the corps placed college advisers in 77 public high schools, including 65 in rural counties across North Carolina.
  - Each year, these advisors help students submit thousands of college applications.

Low Income Completions

*By 2021-22, Carolina will produce 1,223 low-income graduates, an increase of **14.4%** (155 additional low-income completions over a base of 1,078 in 2015-16).*



The "Low Income Completions" metric is defined as the number of bachelor's degrees awarded to North Carolina residents who have received a Pell grant in the past five years.

The 1,070 low income completions in 2017-18 fell short of the interim target by 31. This variance is directly related to a temporary fluctuation in the number of North Carolinian Pell recipients in the cohort who would have been expected to graduate in 2017-18. In fact, the four-year graduation rate observed for this population in 2017-18 was the highest on record at 80.6%.

Low Income Completions: Keys to Fulfilling Our Commitment

THE UNIVERSITY of NORTH CAROLINA at CHAPEL HILL

- Increasing low income completions requires evidence-based admissions practices, individualized, proactive academic and personal support, and financial aid that meets full demonstrated need.
  - The Carolina Covenant enables low income students to earn their degrees without debt. Mentoring, academic and personal support services, and other resources support students' on-time graduation. Since the program started in 2003, the four-year graduation rate for Covenant Scholars has increased dramatically, from 57% to 78%.
- The Jack Kent Cooke Foundation recently awarded $1 million to Carolina – the first public university to be so honored – for "doing an outstanding job of admitting and graduating high-achieving, low income students." These funds will help expand initiatives to further increase the number of low income completions.

Low Income Enrollments

*By fall 2021, UNC-CH will enroll 3,508 low income students, **a 4.2% increase** over 2015 levels (140 additional low income students over a 2015 base of 3,368).*

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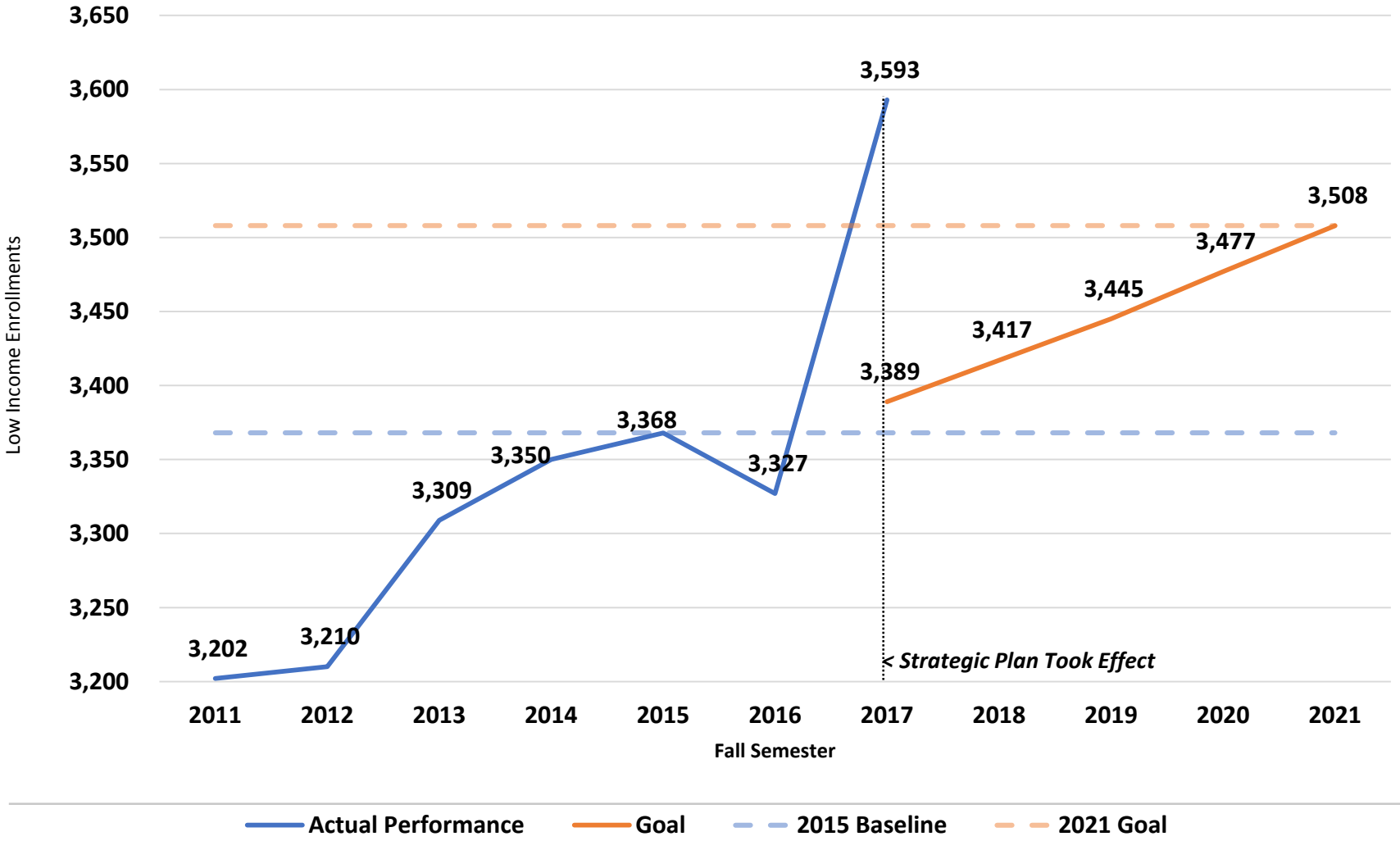

"Low Income Enrollments" consist of all enrolled undergraduate degree-seeking North Carolina residents who received a Pell grant in the year shown.

The 3,593 low income enrollments in fall 2017 exceeded the interim goal by over 200 and the 2021 goal by 85.

Low Income Enrollments: Keys to Fulfilling our Commitment

THE UNIVERSITY of NORTH CAROLINA at CHAPEL HILL

- Less than 50% of low income students who are admitted to a post-secondary institution end up enrolling. Meeting financial need is critical to enrolling more low income students. Carolina's success in this area can be traced to several long-term initiatives:
  - The **Carolina College Advising Corps** reaches nearly a quarter of low income public high school students in North Carolina, offering assistance with financial aid and scholarship applications.
  - The **Carolina Covenant** plays an important role in enrolling students from low income families by promising qualifying students a path to debt-free graduation.
  - Carolina also partners with several community colleges across North Carolina through its **Carolina Student Transfer Excellence Program (C-STEP)** to help community college students from financially challenged families transfer to and graduate from UNC-Chapel Hill. C-STEP currently works with the Eastern Band of Cherokee Indians and Southwestern Community College, expanding the program to the most economically distressed counties in southwestern North Carolina.

Rural Completions

By 2021-22, Carolina will produce 1,108 rural graduates, an increase of 9.4% (95 additional rural completions over a base of 1,013 in 2015-16).

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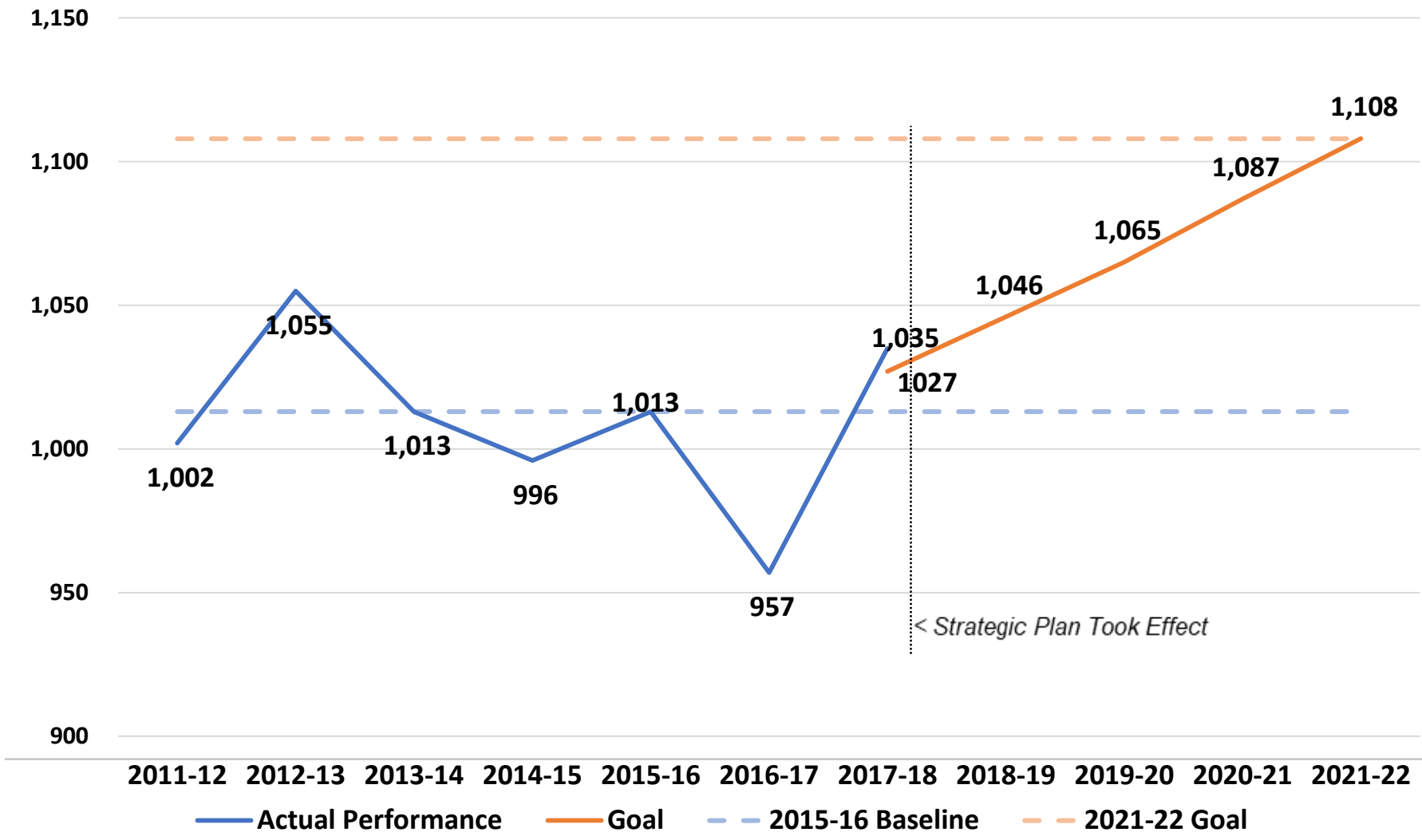


"Rural Completions" include all bachelor's degrees awarded to North Carolina residents from a county classified as rural during the last five years.

The 1,035 rural completions in 2017-18 were slightly above the interim target.

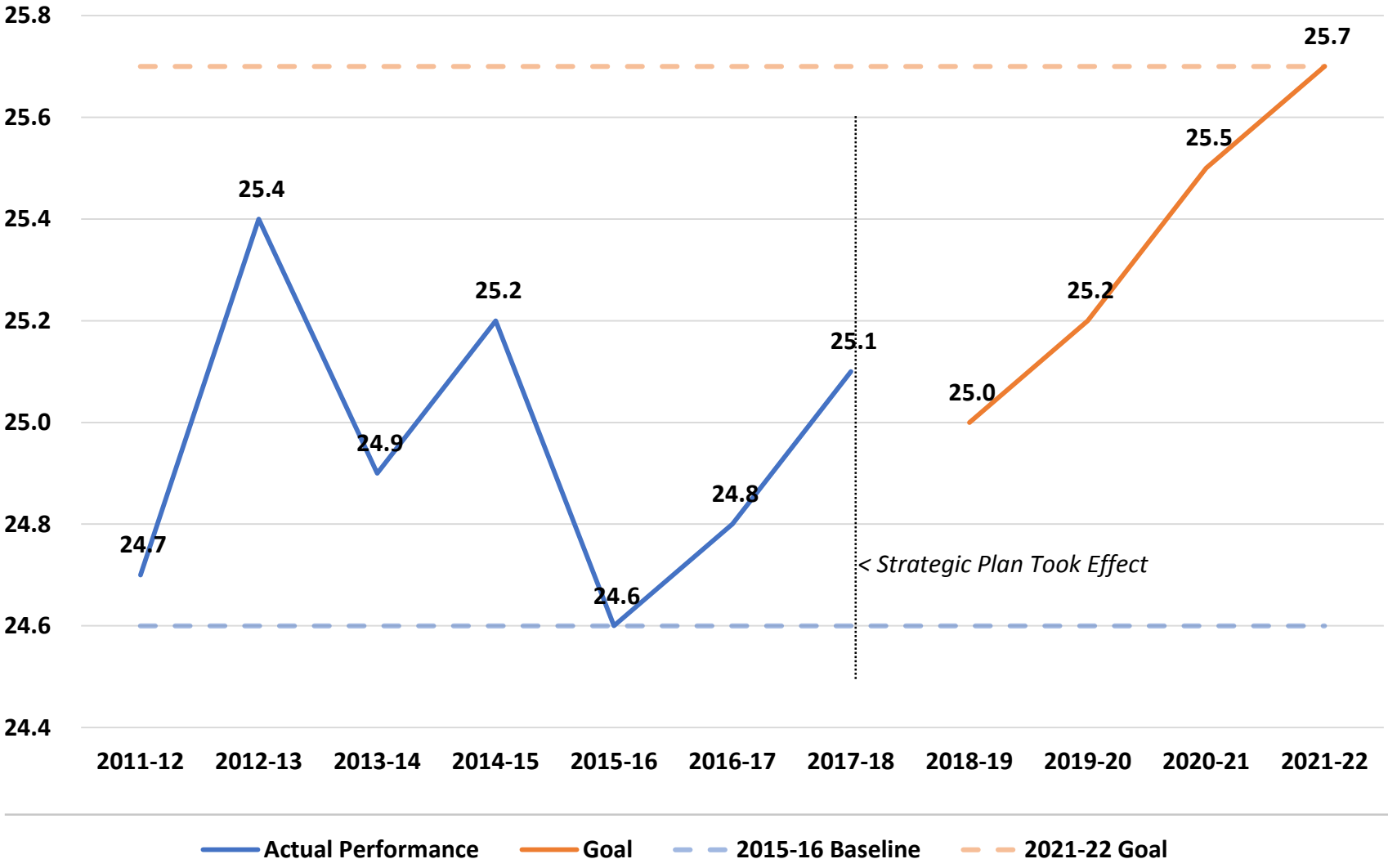
Rural Completions: Keys to Fulfilling Our Commitment

THE UNIVERSITY of NORTH CAROLINA at CHAPEL HILL

- Our commitment to enrolling and graduating more rural North Carolinians will require individualized academic, personal, and financial support that meets students' full need – similar to the resources required to increase low income completions.
- 34% of rural North Carolina students are also first-generation; 20% of rural students are both first-generation and Pell recipients as well.
- Ensuring that rural and first-generation students are prepared for the academic rigor and size of a research university is a key factor in improving completions. Proven programs such as Project Uplift, Summer Bridge, the Carolina Covenant, the Carolina College Advising Corps, and C-STEP provide that guidance and support.
- Growth in transition courses such as "Navigating the Research University," sponsored by THRIVE@Carolina, the College of Arts and Sciences, and the School of Education, will also give more rural students opportunities to learn how to engage with campus resources that support retention.

Undergraduate Degree Efficiency

By 2021-22, Carolina will improve its overall undergraduate degree efficiency to 25.7 over the 2015-16 baseline of 24.6.



"Degree Efficiency" is measured by the number of bachelor's degrees earned per 100 full-time-equivalent students enrolled in a given year. In general, the larger the number, the faster that students are progressing to graduation.

This indicator fluctuates in response to numbers of transfer students and other factors.

Improve

Reduce Gender Gap in Undergraduate Degree Efficiency

By 2021-22, Carolina will reduce by 50% the gap between male and female students in undergraduate degree efficiency.

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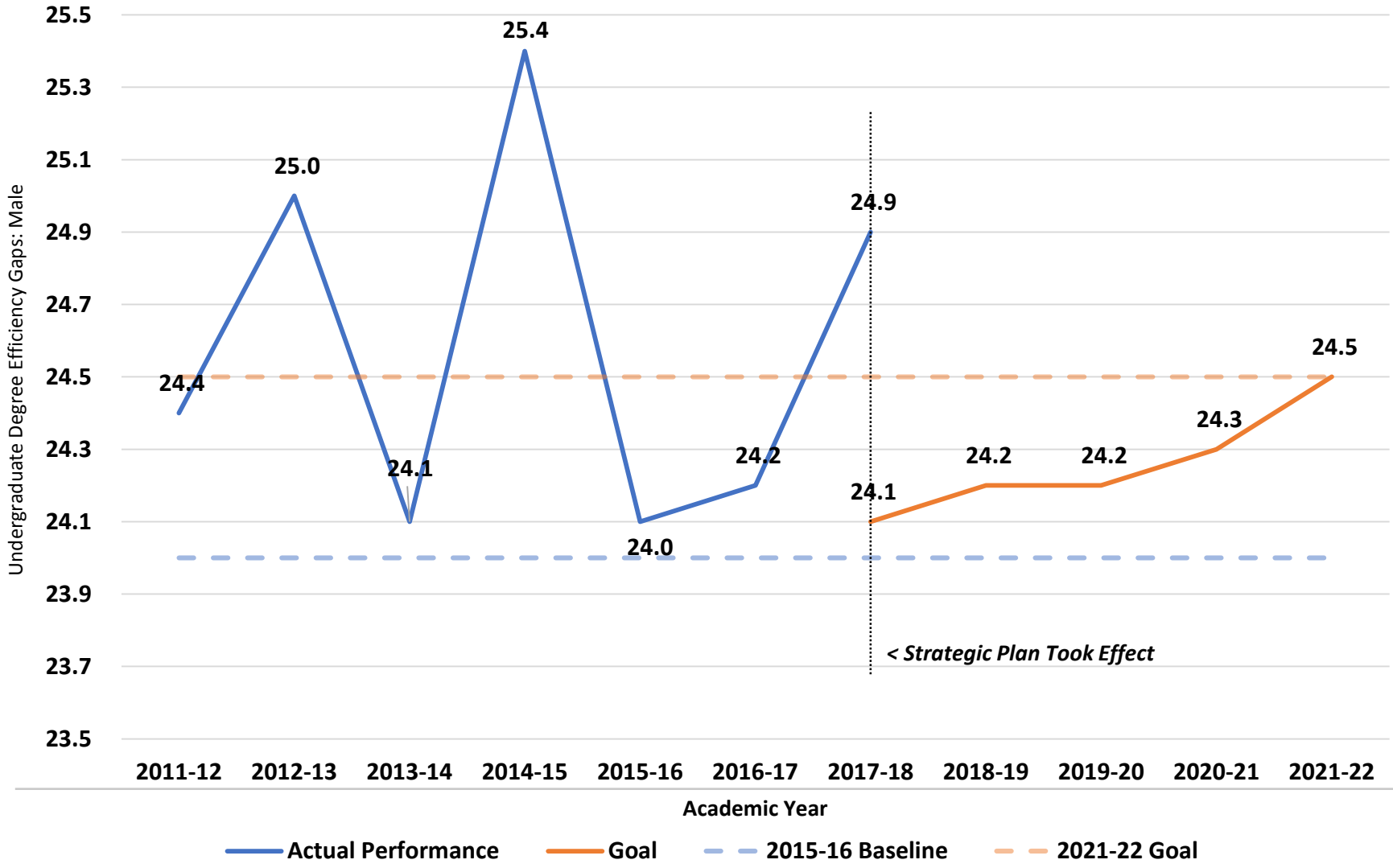

The goals represent the Degree Efficiency values that male students need to demonstrate to cut the deficit in relation to females by half.

The 2017-18 degree efficiency value of 24.9 exceeded both the interim and the 2021-22 targets.

Reduce Gender Gap in Undergraduate Degree Efficiency:
Keys to Fulfilling Our Commitment

THE UNIVERSITY of NORTH CAROLINA at CHAPEL HILL

Several initiatives that focus on closing the gap between male and female completions:

- The **Carolina Covenant** has had a dramatic impact on degree attainment by men, especially black men, whose graduation rates have nearly doubled since the Covenant was established in 2003. While there is significant room for improvement, the trends clearly point in the right direction.
- The **Men of Color Engagement Initiative** helps address graduation and retention issues for males from traditionally underrepresented backgrounds in higher education (African-American, Latino, American Indian).
- The **Office of Undergraduate Retention** supports all students on their path to graduation by encouraging them to identify their individual strengths and to take full advantage of campus resources designed to help them succeed.