

January 30, 2020, 8:30AM
Chancellor's Ballroom, Carolina Inn

OPEN SESSION

1. Convene Meeting
2. Oath of Office
3. Roll Call
4. Consent Agenda
 - a. Approval of November 20-21, 2019 Minutes (Regular Meeting)
 - b. Ratification of Written Ballot dated December 16, 2019
 - c. Ratification of Written Ballot dated January 14, 2020
 - d. Ratification of Written Ballot dated January 16, 2020
 - e. Ratification of Written Ballot dated January 23, 2020
 - f. Approval of Revised 2020 BOT Meeting Dates
 - g. Approval of Revisions to BOT Procedure for Appeals
 - h. Concurring Resolution
5. Chair's Remarks
6. Student Body President's Remarks
7. Chancellor's Remarks
8. Shuford Entrepreneurship Program – Bernard Bell, Executive Director
9. Carolina Next: Innovations for Public Good – Kevin Guskiewicz, Chancellor and Bob Blouin, Executive Vice Chancellor and Provost
10. Report of the External Relations Committee
11. Report of the Finance, Infrastructure & Audit Committee
12. Report of the University Affairs Committee

CLOSED SESSION

11. *Report of the External Relations Committee
12. *Report of the University Affairs Committee
13. *Legal Update

OPEN SESSION

14. Report of the University Affairs Committee
15. 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
November 21, 2019**

The Board of Trustees met in regular session on Thursday, November 21, 2019 at The Carolina Inn, Chancellor's Ballroom. Chair Stevens convened the meeting at 8:33 a.m.

ROLL CALL

Trustee Artis Neal called the roll and the following members were present:

Teresa Artis Neal, Secretary	Ashton B. Martin
David L. Boliek, Jr.	Allie Ray McCullen
Jefferson W. Brown	Ralph W. Meekins, Sr.
Haywood D. Cochrane, Jr.	John P. Preyer
R. Gene Davis, Jr., Vice Chair	Richard Y. Stevens, Chair
Charles G. Duckett	Dwight D. Stone
Kelly Matthews Hopkins	

Trustee Artis Neal indicated that there was a quorum.

STATE GOVERNMENT ETHICS ACT

Chair Stevens read the following statement:

As 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.

Chairman Stevens and Trustee Brown both indicated a potential conflict of interest for the designer selections and grant of easement items being brought to the board by the Finance, Infrastructure, and Audit Committee.

CONSENT AGENDA

Approval of Minutes

On motion of Chair Stevens and a second by Vice Chair Davis, the minutes of the following meetings were approved as distributed, as well as the other following actions:

- September 25-26, 2019 regular meeting

Ratification of the mail ballots dated:

- October 1st – Appointment of George Battle as Vice Chancellor for Institutional Integrity and Risk Management

(ATTACHMENTS A-B)

CHAIR'S REMARKS

- Chair Stevens thanked everyone for attending the meeting.
- The Chair acknowledged Trustee Dwight Stone for his service on the Board.
- Chair Stevens called upon Secretary Artis Neal to read a resolution of appreciation.

**RESOLUTION OF APPRECIATION
FOR
DWIGHT D. STONE
November 21, 2019**

WHEREAS, Dwight D. Stone is the unmatched example of why this University is known for its compassionate service to all, as an embodiment of collaboration, and as an international leader in higher education; and

WHEREAS, the depth and breadth of Mr. Stone's personal dedication, wise counsel, and tireless efforts on behalf of our University and its future have been boundless and exemplary in every respect; and

WHEREAS, Mr. Stone was a guiding light while serving as the Chair of the Board of Trustees from July 1, 2015, through June 30, 2017, during a period of significant transition at our beloved University; and

WHEREAS, Mr. Stone's ability to see the challenges of today while envisioning a better future have advanced the work of all Board committees on which he has served; and

WHEREAS, Mr. Stone's focused attention and wide range of experience were integral to the success of the Master Plan Steering Committee, the Athletic Director Search Committee, and the 2013 Chancellor Search Committee; and

WHEREAS, Mr. Stone's honorable exertions on behalf of Carolina's future continue today as he dedicates himself to the work of the current Chancellor Search Committee; and

WHEREAS, Mr. Stone's unparalleled commitment to our University and peerless work ethic have manifested themselves in significant and inspiring contributions to the Boards of UNC Chapel Hill Foundation, UNC Chapel Hill Endowment, UNC Management Company, UNC Investment Fund, UNC Real Estate Holdings, and the Educational Foundation; and

WHEREAS, Mr. Stone concludes his term early as a Trustee in order to serve all of North Carolina's public higher education as a member of the UNC System Board of Governors; and

WHEREAS, when one contemplates how a Carolina graduate may humbly serve humankind, they can do no better than examine Mr. Stone's numerous selfless, unflinching, and dedicated actions that advanced the mission of Carolina;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the University of North Carolina at Chapel Hill offers its sincerest thanks to Trustee Dwight D. Stone and expresses its profound gratitude and deepest appreciation for his vision, leadership, and devoted service to this Board, the University, and the state of North Carolina.

Vice Chair Davis made a motion to adopt the resolution. Trustee Boliek seconded, and it passed.

Chair Stevens then asked Secretary Artis Neal to read the honorary trustee resolution.

**RESOLUTION
BOARD OF TRUSTEES
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
November 21, 2019**

WHEREAS, Dwight D. Stone has served the people of North Carolina and the University of North Carolina at Chapel Hill faithfully and wisely as a Trustee of the University; and

WHEREAS, Mr. Stone has ended his service as Trustee;

NOW, THEREFORE, BE IT ENACTED BY THE BOARD OF TRUSTEES OF THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL THAT

1. Mr. Stone is elected Honorary Trustee of the University of North Carolina at Chapel Hill.
2. Those elected to the position of Honorary Trustee of the University of North Carolina at Chapel Hill shall be invited to attend all regular meetings of the Board.
3. Those elected to the position of Honorary Trustee of the University of North Carolina at Chapel Hill shall become members ex-officio of the Board of Visitors.
4. An Honorary Trustee shall cease to hold that position if he or she again becomes a Trustee.

Vice Chair Davis called for a motion to adopt the resolution. Trustee Boliek seconded, and it passed.

- The Chair then remarked on the recent naming of the Hussman School of Journalism and Media.
- Chair Stevens shared the recipients of the 2019 Davie Award: H. Kel Landis, James Arthur Pope, and Teresa Holland Williams.
- Chairman Stevens then thanked Interim Chancellor Guskiewicz and his team on their leadership and congratulated them on the successful Tar Heel Bus Tour.
- Chairman Stevens provided an update on the Chancellor Search Committee.
- The Chair concluded his remarks by calling upon Trustee Martin.

[A copy of these remarks is in the Office of the Assistant Secretary and at bot.unc.edu.]

STUDENT BODY PRESIDENT'S REMARKS

- Trustee Martin shared remarks on her administration and their work so far this school year.

[A copy of these remarks is in the Office of the Assistant Secretary and at bot.unc.edu.]

CHANCELLOR'S REMARKS

- Interim Chancellor Guskiewicz began his remarks by thanking Trustee Stone for his

service.

- Interim Chancellor Guskiewicz shared highlights and campus updates since the last meeting including the Tar Heel Bus Tour, campus safety, and the new strategic plan.
- Interim Chancellor Guskiewicz concluded by introducing the presentation.

[A copy of these remarks is in the Office of the Assistant Secretary and at bot.unc.edu.]

PREDICTING AUTISM FROM INFANT BRAIN SCANS

Interim Chancellor Guskiewicz introduced Dr. Joseph Piven. Dr. Piven is Thomas E. Castellone Distinguished Professor of Psychiatry, Pediatrics and Psychology and Director of the Carolina Institute for Developmental Disabilities. Dr. Piven shared his research on autism and how it is changing clinical practice. Dr. Piven also brought Dr. Jessica Girault to share some of her research interests as a recent post-doc.

To conclude 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

Vice Chair Davis presented a review of the External Relations Committee meeting. There no items for action in open session. Vice Chair Davis then shared the items presented for information:

- Communications update given by Joel Curran, Vice Chancellor for Communications
- Public Affairs update given by Clayton Somers, Vice Chancellor for Public Affairs and Secretary of the University, Amy Auth, Director of State Affairs, and Kelly Dockham, Director of Federal Affairs

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

REPORT OF THE FINANCE, INFRASTRUCTURE & AUDIT COMMITTEE

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

Chairman Stevens recused himself and asked Vice Chair Davis to present the designer selection items for action:

Designer Selection

1. Carmichael Arena – Women’s Basketball Phase II

The project will renovate spaces for the Women’s Basketball program across 7,000 square feet at Carmichael Arena. The scope includes reconfiguration of office spaces and break room, new lockers, lighting, and A/V and will result in a more effective layout and upgraded finishes.

The project budget is \$750,000 and is being funded by Athletic department reserves. The project was advertised on October 7, 2019. Four (4) proposals were received. Three (3) firms were interviewed on October 31, 2019. Members of the Board of Trustees did not participate in the interviews. The committee recommended the selection of three (3) firms in the following priority order:

- | | | |
|----|---------|-----------------|
| 1. | Gensler | Raleigh, NC |
| 2. | HKS | Richmond, VA |
| 3. | CRA | Chapel Hill, NC |

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

(ATTACHMENT C)

A motion came from committee to approve the designers in priority order. Trustee Preyer seconded, and it passed. Trustee Brown also recused himself from this vote due to a potential conflict of interest.

2. Central Alarm Network

Replacement of UNC’s Central Alarm Communicator System for University fire alarms with a radio-mesh network system, including new transceivers from each building to new receiving stations at UNC Public Safety Building and EHS Building Emergency Operations Center. This replacement is required as the existing system utilizes AT&T copper telephone lines which AT&T has announced they will stop maintaining as early as 2020. A study has been completed that supports this new technology.

The project budget is \$500,000 for the design phase and will be funded from Repair & Renovations funds. The project was advertised on October 7, 2019. Four (4) proposals

were received. Three (3) firms were interviewed on November 7, 2019. Members of the Board of Trustees did not participate in the interviews. The committee recommended the selection of three (3) firms in the following priority order:

1. GHD Engineering Charlotte, NC
2. Dewberry Raleigh, NC
3. NV5 Morrisville, NC

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

(ATTACHMENT D)

A motion came from committee to approve the designers in priority order. Trustee Preyer seconded, and it passed. Chair Stevens was recused from this vote.

3. Kenan Labs Electrical Improvements

Kenan Laboratories' original three utility transformers and service entrance busways and service equipment are deteriorating and require replacement and relocation. At a minimum, Phase 1 construction will include a single 480/280 volt service transformer with service duct bank, new main service disconnect or equipment and step-down transformer to refeed or replace existing main service equipment, as funding allows. Phase 2 construction will complete replacement of the existing main service equipment and aged distribution equipment with reconnection to existing feeders, including both conduit and busway. Design for both phases will be completed in Phase 1.

The project budget is \$750,000 and will be funded from Repair & Renovations funds. The project was advertised on October 10, 2019. Eleven (11) proposals were received. Four (4) firms were interviewed on November 12, 2019. Members of the Board of Trustees did not participate in the interviews. The committee recommended the selection of three (3) firms in the following priority order:

1. Dewberry Raleigh, NC
2. RMF Raleigh, NC
3. Affiliated Engineers Inc (AEI) Chapel Hill, NC

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

(ATTACHMENT E)

A motion came from committee to approve the designers in priority order. Trustee Preyer seconded, and it passed. Chair Stevens was recused from this vote.

4. Mitchell-Dey Electrical Improvements

This project will require removal of the old obsolete switchgear and distribution and replace with new electrical switchgear and distribution system. Currently the majority of distribution panels are full, with limited capacity and space. In Dey Hall, the service replacement will be coordinated with new service transformer installation and new secondary service duct bank replacement of bus duct. Existing motor control centers will be removed and replaced with variable frequency drives serving their respective equipment.

The project budget \$700,000 and will be funded from Repair & Renovations funds. The project was advertised on October 10, 2019. Eleven (11) proposals were received. Four (4) firms were interviewed on November 14, 2019. Members of the Board of Trustees did not participate in the interviews. The committee recommended the selection of three (3) firms in the following priority order:

1. McKim & Creed Raleigh, NC
2. NV5 Morrisville, NC
3. RMF Raleigh, NC

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

(ATTACHMENT F)

A motion came from committee to approve the designers in priority order. Trustee Preyer seconded, and it passed. Chair Stevens was recused from this vote.

A copy of this presentation is in the Office of the Assistant Secretary and at bot.unc.edu.

Vice Chair Davis then turned it back over to Chair Stevens. Trustee Cochrane then presented the following items for one approval (project authorizations, annual endowment fund report, and tuition and fees proposal):

Project Authorization

1. Spending Authority – Fetzer Hall Basket Room Renovations

Repurpose portion of former 'basket room' into offices for faculty and graduate students, a conference room, and laboratory space to support research in Department of Exercise and Sport Science. Project scope also includes associated HVAC and electrical upgrades and ADA improvements. Total area to be renovated is 5,000 GSF.

The project budget is \$549,423 and will be funded from College of Arts and Sciences department reserves.

(ATTACHMENT G)

2. Spending Authority – Peabody Hall Lobby Renovations

This project will renovate the main entry lobby, including creating a large glazed opening at the back wall of the space that opens to a small exterior court. Additional scope includes new wall and ceiling finishes, new lighting, and rerouted HVAC and sprinkler runs. Total area to be renovated is 2,200 GSF.

The project budget is \$551,143 and will be funded from School of Education reserves.

(ATTACHMENT H)

3. Spending Authority – Craige Residence Hall Renovation of Ground Floor Student Lounge

UNC Housing is renovating the ground floor Student Lounge into an Esports Student Gaming Lounge. This will include a new HVAC system, Electrical upgrades, toilet room and A/V for gaming. The space being renovated is approx. 1,865 SF.

The project budget is \$547,800 and will be funded from Housing Trust Funds.

(ATTACHMENT I)

A copy of this presentation is in the Office of the Assistant Secretary and at bot.unc.edu.

Delegated Spending Authority for Capital Projects

Pursuant to G.S. 143C-9-2, the Board of Governors have the authority to approve certain expenditures for capital improvement projects that will be funded and operated entirely from non-General Fund money, including expenditure to plan, construct and change the scope of such projects. At the May 2019 meeting, the Board of Governors delegated to the president and boards of trustees the power to approve capital improvement projects that are projected to cost less than \$750,000.

In 1988, the UNC CH Board of Trustees delegated to the University administration authority for selection of architects and engineers for capital improvement projects with a total project cost of less than \$500,000. The University also has authority to award construction for all capital improvement projects with a total project cost of less than \$500,000.

In order to allow more timely execution of projects with a total project cost of less than \$500,000, it is requested that the Board of Trustees delegate to the Chancellor authority to approve the expenditures of non-General Fund money to plan, design, and construct projects where the total project cost is \$500,000 or less.

(ATTACHMENT J)

A copy of this presentation is in the Office of the Assistant Secretary and at bot.unc.edu.

Annual Endowment Report

Jonathan Pruitt, Vice Chancellor for Finance and Operations, presented the Endowment Fund Annual Report.

- UNC Investment Fund recorded a solid increase in its market value.
- \$75.7 million was distributed from the Endowment fund for spending in 2019 (4.4% of the fund's market value at the end of the fiscal year).
- For FY 2020, a 2.0% increase in the annual distribution rate has been authorized by The Chapel Hill Foundation Investment Fund Board. This increase is consistent with the spending policy objective of increasing the rate by CPI each year.

(ATTACHMENT K)

Tuition and Fees Proposal

Mr. Pruitt continued and presented the recommendations from the Tuition and Fee Advisory Task Force for academic year 2020-2021.

(ATTACHMENT L)

Trustee Cochran called for a motion to approve the following items:

- Project authorizations (4)
- Annual Endowment Fund Report
- Tuition and Fee Proposals

A motion came from committee to approve the actions. Trustee Preyer seconded, and they all passed.

Chair Stevens and Trustee Brown recused themselves from the final vote on the grant of easement due to a potential conflict of interest. Vice Chair Davis presented.

Property Disposition by Easement to Duke Energy

This request is for approval to authorize disposition of property by permanent easement for approximately 800 square feet (subject to final survey) of land at University Lake for the limited purpose of allowing Duke Energy to install a transformer, a new power pole and related underground and overhead lines. The land on which the work is proposed is leased to the Orange Water and Sewer Authority (OWASA) until 2056 to allow them to maintain a reservoir that serves Orange County, including the University campus. OWASA is installing a new pump station that will benefit from the enhanced electrical service provided by the aforementioned Duke Energy work. OWASA and Duke Energy will pay for all expenses associated with the design and construction of these electrical improvements and said improvements will be constructed in accordance with design plans approved by UNC, OWASA, and Duke Energy.

(ATTACHMENT M)

A motion came from committee to approve the easement. Vice Chair Davis seconded, and it passed.

Vice Chair Davis then turned it back over to Chair Stevens.

Trustee Cochrane continued and shared the items for information only:

- Development report given by David Routh, Vice Chancellor for University Development
- FY19 Investment Fund Performance Update given by Jon King, CEO of UNC Management Company

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

REPORT OF THE UNIVERSITY AFFAIRS COMMITTEE

Trustee Duckett presented the report from the University Affairs Committee. There was one action item for this committee in open session.

Centers and Institutes Update

Provost Blouin shared for approval a request to discontinue the Center for Developmental Science.

(ATTACHMENT N)

A motion came from committee to approve discontinuation. Trustee Artis Neal seconded, and it passed.

Trustee Duckett then shared the items presented for information:

- Lineberger Comprehensive Cancer Center update, given by Shelley Earp, Director
- Carolina Next: Innovations for Public Good given by Kevin Guskiewicz, Interim Chancellor and Bob Blouin, Executive Vice Chancellor and Provost

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

MOTION TO CONVENE IN CLOSED SESSION

On motion of Secretary Artis Neal, and seconded by Vice Chair Davis, 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), (6), (7), and (9).

RECONVENE MEETING IN OPEN SESSION

Vice Chair Davis made a motion to return to open session. Trustee Brown seconded, and it passed.

OPEN SESSION

REPORT OF THE UNIVERSITY AFFAIRS COMMITTEE

Chair Stevens referred the members to the personnel matters submitted for review. Trustee Duckett made a motion from committee to approve; Trustee Cochrane seconded, and it passed.

Chair Stevens stated that the personnel and salary actions voted on in open session had been distributed.

(ATTACHMENTS O-P)

ADJOURNMENT

There being no further business to come before the Board, Chair Stevens called for a motion to adjourn. Vice Chair Davis made the motion; Trustee Cochrane seconded, and it passed. Chair Stevens adjourned the meeting at 12:42 pm.

Clayton Somers, Assistant Secretary



OFFICE OF
THE CHANCELLOR

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
OFFICE OF THE CHANCELLOR

chancellor@unc.edu
919-962-365 919-962-1647

South Building Suite 103 Campus Box 9100
200 East Cameron Avenue Chapel Hill, NC 27514
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MEMORANDUM

TO: Members of the Board of Trustees

FROM: Kevin M. Guskiewicz *KMG*

RE: Mail Ballot

DATE: December 16, 2019

You have authorized my office to poll you by mail concerning personnel matters that require attention by the Board. Accordingly, I am submitting for your review and approval a memo from Executive Vice Chancellor and Provost Bob Blouin to appoint Dr. Becci Menghini as Vice Chancellor for Human Resources effective January 2, 2020. Also included is the offer letter outlining terms and conditions as well as Dr. Menghini's CV.

Please mark and return the enclosed mail ballot indicating whether you approve or disapprove with the action proposed. Thank you.

cc: Bob Blouin, Executive Vice Chancellor & Provost

[The following information was redacted as this ballot relates to a confidential personnel matter that falls under N.C. Gen. Stat. § 143-318.11(a)(6) "To consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual public officer or employee or prospective public officer or employee."]

This mail ballot was approved by majority vote on December 17, 2019 by the following: Teresa Artis Neal, David Boliek, Haywood Cochrane, Gene Davis, Chuck Duckett, Kelly Hopkins, Allie Ray McCullen, John Preyer, and Richard Stevens. Munroe Cobey was recused until officially sworn in.



OFFICE OF
THE PROVOST

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
OFFICE OF THE PROVOST
Office of the Executive Vice Chancellor and Provost

☎ 919-962-2198 | F 919-962-1593

South Building | Suite 104 | Campus Box 3000
200 East Cameron Avenue | Chapel Hill, NC 27599-3000
provost.unc.edu

December 16, 2019

Dr. Becci Menghini
200 East Cameron Avenue
Chapel Hill, NC 27599

Dear Dr. Menghini,

I am pleased to confirm your appointment as Vice Chancellor for Human Resources and Equal Opportunity and Compliance at the University of North Carolina at Chapel Hill, subject to approval of The University's Board of Trustees. As a vice chancellor, you will be classified as a Tier I Senior Academic and Administrative Officer and subject to all of the relevant human resources policies for employees in this category. The following outlines the specific details of your appointment:

<i>Employment effective date:</i>	January 2, 2020
<i>Employment status:</i>	At-will; subject to continuation or discontinuation at any time at the discretion of the Chancellor.
<i>Compensation:</i>	\$326,781 per year based on a full-time (1.0 FTE) work schedule and subject to annual review. The Office of the Chancellor is responsible for initiating any changes in salary, subject to compensation policies adopted by the Board of Governors and/or Board of Trustees.
<i>Leave Accrual:</i>	26 days (208 hours) per year of annual (vacation) leave and 12 days (96 hours) per year of sick leave for full-time service. Up to 30 days (240 hours) of annual leave may be carried forward each calendar year with any excess balance converted to sick leave at year end. Sick leave does not have a maximum accrual rate.
<i>Leave Payout at Appointment End:</i>	Up to 30 days (240 hours) of annual leave; unused sick leave is not eligible for payout.
<i>University Vehicle: (Optional)</i>	<i>A vehicle allowance of up to \$7,500 or use of a leased vehicle, including customary insurance, maintenance and operating costs, will be provided. The primary purpose for the use of this vehicle is to conduct University business. The annual taxable income value for any non-business use and related operating expenses may not exceed \$7,500. At appointment end, the provided vehicle must be returned promptly to the appropriate University official.</i>
<i>Athletic Event Tickets: (Optional)</i>	You will be provided two tickets to UNC Men's basketball and football games. Please note that you may decline the tickets, pay for them entirely, or receive them at no cost. If you receive the tickets at no cost, the value of the tickets will be reported as taxable income.
<i>Background Check:</i>	Your appointment is conditional on satisfactory completion of the University's required criminal conviction and credentials checking processes. In the event these processes have not been fully completed at the time your appointment begins, this appointment may be rescinded if any remaining checks disclose information that in the University's judgement are sufficient to bar continued appointment. Before a final decision is made to rescind any appointment, the appointee will receive a copy of the information used in reaching this decision

and will have an opportunity to provide any exculpatory or explanatory information.

Employment Policies:

Your appointment will be subject to the *Employment Policies for Tier I Senior Academic and Administrative Officers of the University of North Carolina at Chapel Hill* as presently defined and as they may be periodically revised. A copy of the policies currently in effect is enclosed with this letter and is also available at any time by consulting the University's Office of Human Resources web site at <http://hr.unc.edu>.

Your appointment is conditional on your acceptance of the terms and conditions stated in this letter and as set out in the "Conditions of Employment Permanent Employee Appointment (COE)", which is enclosed. Please signify your acceptance of these terms and conditions by signing and dating the enclosed copy of this letter and the COE and returning to my office no later than December 19, 2019. A failure to return these signed documents within the indicated timeline may result in cancellation of your offer of appointment.

Accompanying this letter of appointment are "Equal Opportunity Employment Data Forms" which request information regarding gender and race/ethnicity information, Protected Veteran status and Individuals with Disability information. The University of North Carolina at Chapel Hill is an Equal Opportunity Employer. Collection of this information is in compliance with Federal laws and regulations, executive orders, and applicable State laws and regulations. The information that you submit will remain confidential and will be used by the UNC Chapel Hill Equal Opportunity and Compliance Office only for statistical and required reporting purposes. Completion of this data is voluntary; failure to provide this information will not adversely affect your candidacy or employment.

I look forward with great enthusiasm to our working together and in your leadership as the University's new Vice Chancellor for Human Resources and Equal Opportunity and Compliance.

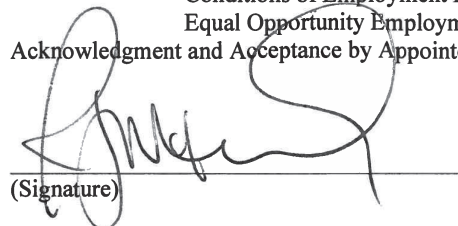
Sincerely,



Dr. Robert A. Blouin
Executive Vice Chancellor and Provost

Enclosure: Employment Policies for EHRA Non-Faculty Employees
 Conditions of Employment Permanent Employee Appointment
 Equal Opportunity Employment Data Forms

Acknowledgment and Acceptance by Appointee:


(Signature)

Date: 12/19/19

cc: Departmental Personnel File
 EHR



OFFICE OF
THE CHANCELLOR

KEVIN M. GUSKIEWICZ
CHANCELLOR

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chancellor.unc.edu

MEMORANDUM

TO: Members of the Board of Trustees

FROM: Kevin M. Guskiewicz *KMG*

RE: Written Ballot

DATE: January 14, 2020

You have authorized my office to poll you by written ballot concerning personnel matters that require attention by the Board. Accordingly, I am submitting for your review and approval increases for three EHRA Non-Faculty Assistant Coaches.

Please mark and return the enclosed written ballot indicating whether you approve or disapprove with the action proposed. Thank you.

[The following information was redacted as this ballot relates to a confidential personnel matter that falls under N.C. Gen. Stat. § 143-318.11(a)(6) "To consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual public officer or employee or prospective public officer or employee."]

This mail ballot was approved by majority vote on January 14, 2020 by the following: Teresa Artis Neal, David Boliek, Jeff Brown, Haywood Cochrane, Gene Davis, Chuck Duckett, Kelly Hopkins, Allie Ray McCullen, Ralph Meekins, John Preyer, and Richard Stevens. Munroe Cobey was recused until officially sworn in.



MEMORANDUM

TO: Members of the Board of Trustees

FROM: Kevin M. Guskiewicz

RE: Written Ballot

DATE: January 16, 2020

Pursuant to the charter of the Chancellor's Advisory Committee on Naming University Facilities and Units, the committee recommended to me, and I approved, the following naming request. This request is now submitted to the Board for final review and approval.

[The following information was redacted as this ballot relates to a confidential naming rights matter that falls under N.C. Gen. Stat. § 143-318.11(a)(2) "to prevent the premature disclosure of an honorary degree, scholarship, prize or similar award."]

This mail ballot was approved by majority vote on January 17, 2020 by the following: David Boliek, Jeff Brown, Haywood Cochrane, Gene Davis, Chuck Duckett, Kelly Hopkins, Allie Ray McCullen, and Richard Stevens. Munroe Cobey was recused until officially sworn in.



**OFFICE OF
THE CHANCELLOR**

KEVIN M. GUSKIEWICZ
CHANCELLOR

chancellor@unc.edu
☎ 919-962-1365 | 📠 919-962-1647

**THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
OFFICE OF THE CHANCELLOR**

South Building | Suite 103 | Campus Box 9100
200 East Cameron Avenue | Chapel Hill, NC 27599-9100
chancellor.unc.edu

MEMORANDUM

TO: Members of the Board of Trustees

FROM: Kevin M. Guskiewicz *KMG*

RE: Written Ballot

DATE: January 23, 2020

You have authorized my office to poll you by written ballot 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 written ballot indicating whether you approve or disapprove with the action proposed. Thank you.

[The following information was redacted as this ballot relates to a confidential personnel matter that falls under N.C. Gen. Stat. § 143-318.11(a)(6) “To consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual public officer or employee or prospective public officer or employee.”]

This ballot was approved by majority vote on January 27, 2020 by the following: David Boliek, Jeff Brown, Gene Davis, Chuck Duckett, Kelly Hopkins, John Preyer, Richard Stevens, and Ashton Martin. Allie Ray McCullen voted against, and Munroe Cobey was recused until officially sworn in.

MEMORANDUM

To: Members of the Board of Trustees

From: Richard Stevens, Chair

Date: January 24, 2020

RE: Revised 2020 Meeting Dates

Please see below the revised 2020 meeting dates for approval.

January 29-30

March 25-26

May 20-21

July 15-16 *revised

September 23-24

November 12-13 *revised

**THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
BOARD OF TRUSTEES**

PROCEDURES FOR APPEALS

ADOPTED NOVEMBER 2015

AMENDED __, 2020

I. INTRODUCTION

This document establishes procedures to be followed where, pursuant to University policy, a party has the right to an appeal to the Board of Trustees (“the Board”). These procedures are supplemental to substantive policies providing the right to appeal, and in the event of any discrepancy between such policies and these procedures, the provisions of the policies will take precedence.¹ Matters covered by these procedures include the following:

Student Matters

1. Appeals pursuant to the Instrument of Student Judicial Governance (“Instrument”) by students who have been suspended or expelled from the University and who allege a violation of due process or a material deviation from Substantive and Procedural Standards adopted by the Board of Governors.²
2. Appeals pursuant to section IV.K.2. of the Procedures for Reporting and Responding to Complaints of Discrimination, Harassment, and Related Misconduct Involving a Student as the Responding Party (“Discrimination, Harassment and Related Misconduct Procedures”).

Faculty and EHRA Non-Faculty Employee Matters

1. Appeals pursuant to Step Four Review of the University’s EHRA Non-Faculty Grievance Policy.
2. Appeals pursuant to the Procedures for the Faculty Grievance Committee.
3. Appeals pursuant to section 8 of the Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill (“Tenure Policy”).

Matters Involving Faculty, Staff or Students

Appeals regarding ownership of copyrighted works pursuant to the University Copyright Policy.

¹ In the event of any conflict between these procedures and applicable law (including associated regulations), applicable law governs.

² See Chapter 100.1, section 502D of the UNC System Policy Manual (“Section 502D”).

II. PROCESS FOR APPEALS TO THE BOARD

A. Submission of an Appeal

Appeals to the Board must be submitted in writing to the Chair of the Board through the Office of the Chancellor and must specify the basis for the appeal and, as required by policy or procedure or as requested by the Board, must include any supporting facts or documents upon which the Appellant bases the appeal. Except as otherwise provided for by the applicable policy, the appeal petition must be submitted within fourteen (14) calendar days of delivery of the letter communicating the result of the prior appellate review.

In consultation with the Office of University Counsel, the Chair³ will review the appeal petition to determine if there is a valid basis for appeal under the policy or procedures creating the right to appeal. If the Chair determines that there is no valid basis for appeal, the Chair will notify the Appellant in writing, the Board will take no further action on the appeal, and the prior decision will stand.

If the Chair determines there is a valid basis for appeal, the Chair will notify the Appellant in writing and specify whether any of the grounds alleged by the Appellant have been deemed invalid for appeal. The Chair will also notify the University official responsible for the decision at issue, as well as any additional Appellee.

For purposes of these procedures, the University official responsible for the decision at issue will be deemed an “Appellee” where the policy providing the right to appeal requires that official to respond to the appeal petition or where the Board deems it helpful for that official to do so. In appeals pursuant to the Discrimination, Harassment and Related Misconduct Procedures, the Chair will notify any other party to the decision of the decision that the appeal petition states a valid basis for appeal. That person will also be considered an “Appellee” under these Procedures.

Upon request from the Chair, an Appellee will have fourteen (14) calendar days from delivery of the Chair’s decision that the petition states a valid basis for appeal to submit a written response to the Chair. The Appellee’s written response must address the grounds deemed valid for appeal by the Chair and specify all supporting facts or documents on which the Appellee bases the response.

As permitted by applicable policy and procedure, any time period requirements imposed under this Section II.A. may be extended upon good cause shown, as determined in the discretion of the Chair, through written application to the Chair.

B. Review of an Appeal

Following the determination that the appeal petition states a valid basis for appeal, the Chair will appoint a three (3) person panel of the Board (“the BOT Panel”) to consider the appeal. The BOT Panel will consider the appeal at the BOT Panel’s earliest convenience, but in general will consider

³ The Chair may appoint a designee. References to the “Chair” in these Procedures include the Chair’s designee in such cases.

the appeal within sixty (60) days from receipt of all appeal materials (including personal testimony, if requested). In the event of a delay in considering the appeal, the BOT Panel will communicate in writing with the parties about the extension and provide a revised timeframe for consideration of the appeal.

The BOT Panel's review will be based upon the record provided to the Board by the relevant University committee or office, in addition to the appeal petition submitted by the Appellant and any response submitted by the Appellee(s).

Where permitted by applicable policy or procedure, the BOT Panel may determine it is important to receive personal testimony in addition to the existing record in order to decide the specific issue(s) on appeal. In such instances, the BOT Panel may request the presence of the Appellant or Appellee(s), or any other person who can provide testimony relevant to the issues on appeal.⁴ Such testimony will be limited to matters relevant to the issues on appeal.

When requested by the BOT Panel, an individual may appear before the BOT Panel in person, by videoconference, or by phone. A party may be accompanied by legal counsel, who may make a brief opening statement to the BOT Panel in support of the party's position on appeal. Unless required by applicable law (including associated regulations), attorneys will not be allowed to otherwise participate in the process. The BOT Panel Chair will have discretion to control the conduct of the appeal proceedings, including the imposition of such deadlines as are necessary and appropriate, and may limit or exclude testimony when deemed redundant or irrelevant.

C. Decision of the Board

1. For faculty appeals of **discharge, serious sanction, nonreappointment, or termination** decisions under Section 8 of the **Tenure Policy**, the BOT Panel will issue a recommended decision to the Board, which may be in the form of a written memorandum to the Board or may be communicated orally to the Board by the BOT Panel Chair. The Board will have access to the record in the matter. If a majority of the Board members in attendance vote to accept the BOT Panel's recommendation, the BOT Panel's recommended decision will be deemed the decision of the Board. If a majority of the Board members present vote against the BOT Panel's recommendation, the Board will issue an alternate decision.

If the Board finds for the Appellant based on the standards of review set by applicable policy or procedure⁵, it may remand the matter to the Chancellor to provide for a new hearing or a supplemental review inquiry. In the event the Board decides to remand the case, the Board may provide, as appropriate, guidance regarding the recommended scope of the remand.

2. For appeals pursuant to the **Faculty Grievance Procedures**, a designated committee of the BOT may issue a decision on behalf of the Board. The Board may find for the Appellant

⁴ Where required by applicable law (including associated regulations), the Board must provide an equal opportunity for both parties to provide testimony, present evidence, and have equal and timely access to materials that will be used in the appeal.

⁵ If no standard is set by applicable policy or procedure, the Board may find for the Appellant only if the Appellant can show that, in reaching the decision under review, the individual or committee making that decision committed **clear and material error**.

only if the Appellant can show that the Chancellor's decision was clearly erroneous, violated applicable federal or state law or University policies or regulations, or that the process used in deciding the grievance was materially flawed.

The Board will decide whether to remand the case to the Grievance Committee or to recommend other corrective action if the alleged violation cannot be corrected through remand. In the event the Board decides to remand the case, the Board may provide, as appropriate, guidance regarding the recommended scope of the remand.

3. For all other appeals covered by these Procedures, the BOT Panel will issue a decision on behalf of the Board. The Board may find for the Appellant only if the Appellant can show that, in reaching the decision under review, the individual or committee making that decision committed **clear and material error**. If the Appellant is unable to satisfy this burden, the Board must affirm the prior decision. In the event the Appellant meets the burden of proof, the Board will proceed as described below.
 - a. **Instrument⁷** – The Board will decide whether to remand the case for a new Honor System hearing or to dismiss the charge if the alleged violation cannot be corrected through remand. In the event the Board decides to remand the case, the Board may provide, as appropriate, guidance regarding the recommended scope of the remand.
 - b. **Procedures Pursuant to the Policy on Prohibited Discrimination, Harassment, and Related Misconduct** – The Board will decide whether to remand the case to the Hearing Panel or to dismiss the charge if the alleged violation cannot be corrected through remand. In the event the Board decides to remand the case, the Board may provide, as appropriate, guidance regarding the recommended scope of the remand.
 - c. **EHRA Non-Faculty Grievance Procedures** – The Board will decide whether to remand the case to the Grievance Committee or to recommend other corrective action if the alleged violation cannot be corrected through remand. In the event the Board decides to remand the case, the Board may provide, as appropriate, guidance regarding the recommended scope of the remand.
 - d. **Copyright Policy** – The Board will remand the matter to the Provost and Vice Chancellor for Research to implement such clarification of copyright ownership as is appropriate to the circumstances.
4. The decision of the Board will be communicated simultaneously to all parties in writing and will state the Board's findings, its determination, and its rationale.

III. NOTICES AND TIMING

In general, notices and communications under these Procedures may be transmitted via electronic, campus, or first-class mail. Where required, the notice or communication will be transmitted by a

⁷ Absent a determination to the contrary by the Chair of the Board of Trustees, the Student Body President must exercise self-recusal from consideration and determination of any appeal before the Board arising under the Instrument or any appeal under the Discrimination, Harassment, and Related Misconduct Procedures that involves a student.

method that requires a signature for delivery as specified in *The Code of the University of North Carolina* and accompanying regulations.

Where it is not possible to use the method of delivery specified in applicable policy or procedure, the Board will send the notice or communication via any other means reasonably designed to reach the intended recipient. Failure or refusal of an individual to sign or confirm delivery does not invalidate receipt of the notice or communication.

Absent evidence to the contrary, receipt will be deemed to occur on the third calendar day after issuance of the notice or communication.

IV. FURTHER APPEALS

The Board's decision is the final University decision in all cases.

V. REFERENCES

The Instrument of Student Judicial Governance –

https://studentconduct.unc.edu/sites/studentconduct.unc.edu/files/documents/Instrument_1.pdf

Procedures for Reporting and Responding to Complaints of Discrimination, Harassment, and Related Misconduct Involving a Student as the Responding Party –

https://eoc.unc.edu/files/2015/07/UNCCH_Procedures_for_Students_as_the_Responding_Party_PPDHRM.pdf

EHRA Non-Faculty Employees Dispute Resolution & Grievances –

<https://unc.policystat.com/policy/4483428/latest/>

Procedures for the Faculty Grievance Committee – <http://faccoun.unc.edu/faculty-code-and-policies/procedures-for-the-faculty-grievance-committee/>

Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill – <https://facultygov.unc.edu/files/2018/10/2018-11-15-Trustee-Policies-and-Regulations-Governing-Academic-Tenure.pdf>

Chapter 100.1, sections 502D, 603, 604, 607, 611 of the UNC System Policy Manual –

https://www.northcarolina.edu/apps/policy/index.php?tab=policy_manual

The Copyright Policy of the University of North Carolina at Chapel Hill –

<https://unc.policystat.com/policy/6197184/latest/>

Concurring Resolution

WHEREAS, the Board of Governors of the University of North Carolina adopted a resolution on January 17, 2020, that encouraged all elected leaders who support and value the world class higher educational systems in North Carolina to move swiftly to enact House Bill 966 and approve with the provisions originally included in Senate Bill 354 (the “Resolution”) ; and

WHEREAS, Senate Bill 354 provides for approximately four percent raises over the next two years to university faculty and staff, who are critical to our mission to serve the State; and

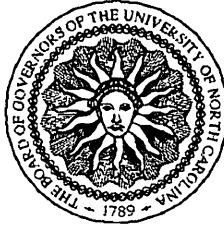
WHEREAS, House Bill 966 would provide over \$11 million to UNC-Chapel Hill for repair and renovation needs that are of critical importance to the university;

WHEREAS, the Board of Governors of the University of North Carolina called on all boards of trustees to create and approve a concurring resolution as soon as practical.

NOW THEREFORE BE IT RESOLVED that the UNC-Chapel Hill Board of Trustees does hereby concur with the Resolution.

Adopted this the 30th day of January, 2020.

Richard Y. Stevens, Chair
On Behalf of the UNC-Chapel Hill Board of Trustees



**RESOLUTION OF
THE BOARD OF GOVERNORS OF
THE UNIVERSITY OF NORTH CAROLINA
January 17, 2020**

WHEREAS, the State of North Carolina does not have an enacted budget for the FY 19-21 biennium;
and

WHEREAS, the UNC System is experiencing record enrollment, serves more than 240,000 students across the state, is graduating students at the fastest rate in state history, and employs nearly 47,000 North Carolinians; and

WHEREAS, the current proposed budget, House Bill 966, includes funding for several critical and time-sensitive University investments, including but not limited to:

- \$630,000,000 in authorized capital projects, including funding for the new Brody School of Medicine at East Carolina University,
- New health sciences building at UNC Pembroke,
- New steam plant for Western Carolina University,
- New library and crime laboratory at Elizabeth City State University;
- \$130,000,000 in much needed repairs and renovations; and

WHEREAS, House Bill 966 also provides funding for several major projects and initiatives across the University System, including but not limited to:

- Operating funds needed to facilitate the opening of the new Morganton campus of the North Carolina School of Science and Math in the Fall of 2021;
- Funding for the N.C. Promise Program, which reduces the cost of tuition to \$500 per semester tuition at Elizabeth City State University, UNC Pembroke and Western Carolina University;
- Funding for N.C. A&T State University's designation as a doctoral program; and

WHEREAS Senate Bill 354 provided approximately four percent raises over the next two years to university faculty and staff, who are critical to our mission to serve the state; and

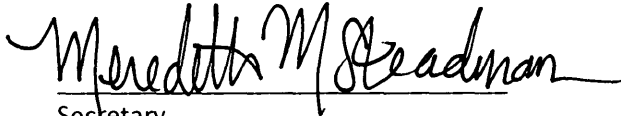
WHEREAS the absence of an enacted state budget for FY 19-21 hurts UNC System institutions, faculty, students, and the communities we serve, and threatens the ability of the University to serve the citizens of the State and contribute to the economic vitality of North Carolina;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Governors of the University of North Carolina strongly encourages all elected leaders who support and value the world class higher educational systems in North Carolina to move swiftly to enact House Bill 966 and approve with the provisions originally included in Senate Bill 354. Further, we call on all boards of trustees to create and approve a concurring resolution as soon as practical.

Adopted this 17th day of January, 2020.



Randy Ramsey, Chairman



Meredith M. Steadman
Secretary

SHUFORD PROGRAM IN ENTREPRENEURSHIP

UNC Chapel Hill
Board of Trustees Meeting
Jan 30, 2020

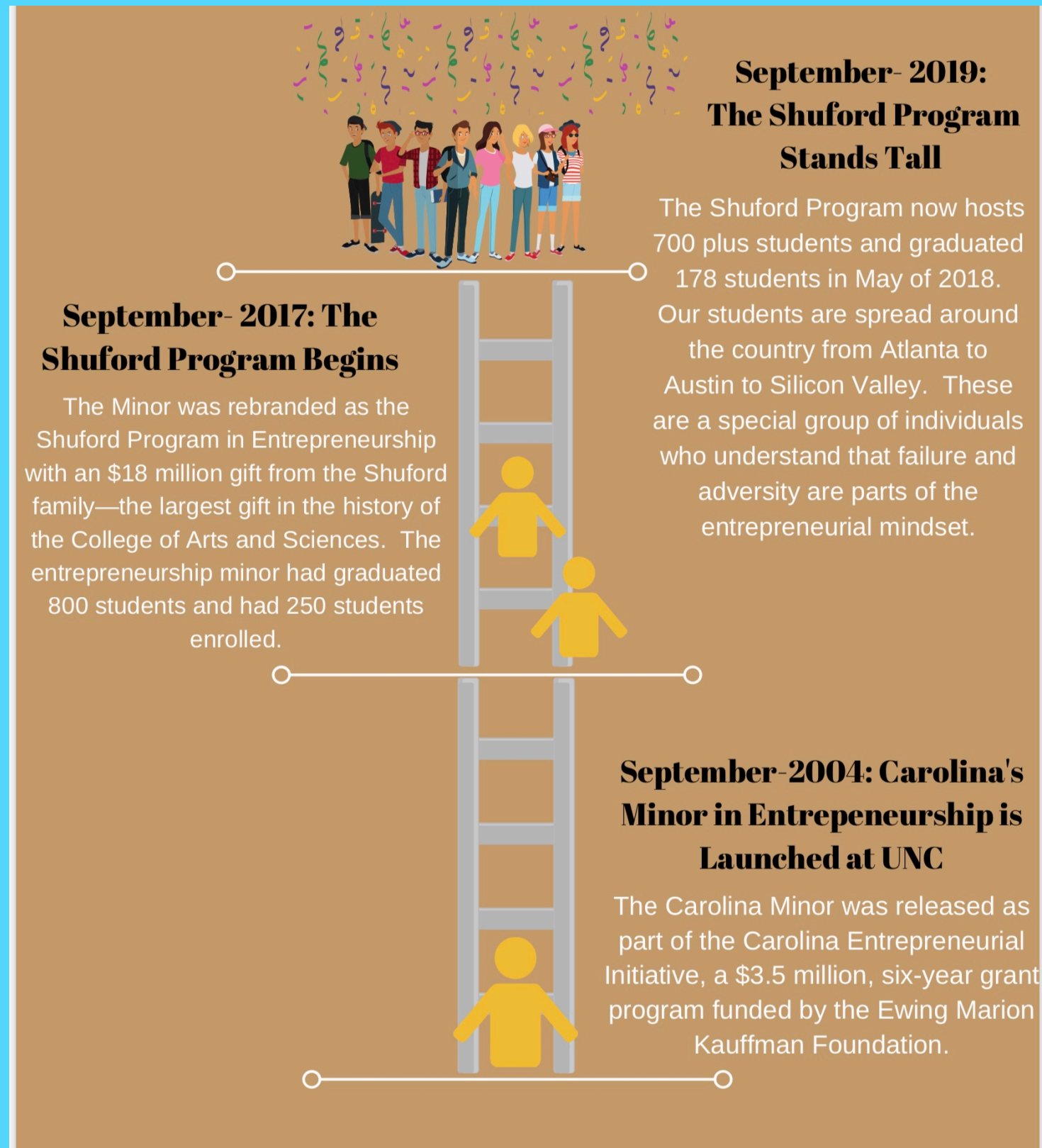
MY BACKGROUND

- Greensboro, NC native
- Double Tar Heel UNC BA Economics ; Kenan-Flagler MBA
- 25 year corporate career in Sales and Marketing
- Background with Startups





HISTORY OF UNC ENTREPRENEURSHIP





SHUFORD PROGRAM HIGHLIGHTS

- 700+ students and growing
- Interdisciplinary with 35 majors represented
- Grown from #12th to #4th ranked program in the country
- Tenured faculty paired with Entrepreneurs-in-Residence



OUR MISSION

*Teach the Entrepreneurial
Mindset*

HELP STUDENTS SPOT OPPORTUNITY

TOOLS TO VALIDATE OPPORTUNITIES

UNDERSTAND HOW TO SCALE IDEAS

*Bottom Line: Comfortable with
FAILURE*





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HOW DO WE TEACH THE ENTREPRENEURIAL MINDSET?

1. GREAT TEAM



Our People



Bernard Bell

EXECUTIVE DIRECTOR

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Susie Greene

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Jed Simmons

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Ken Weiss

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Chris Mumford

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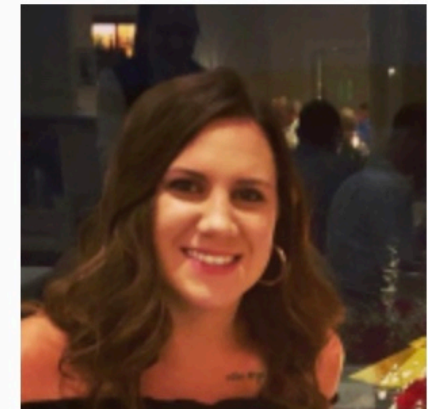
Mark Katz

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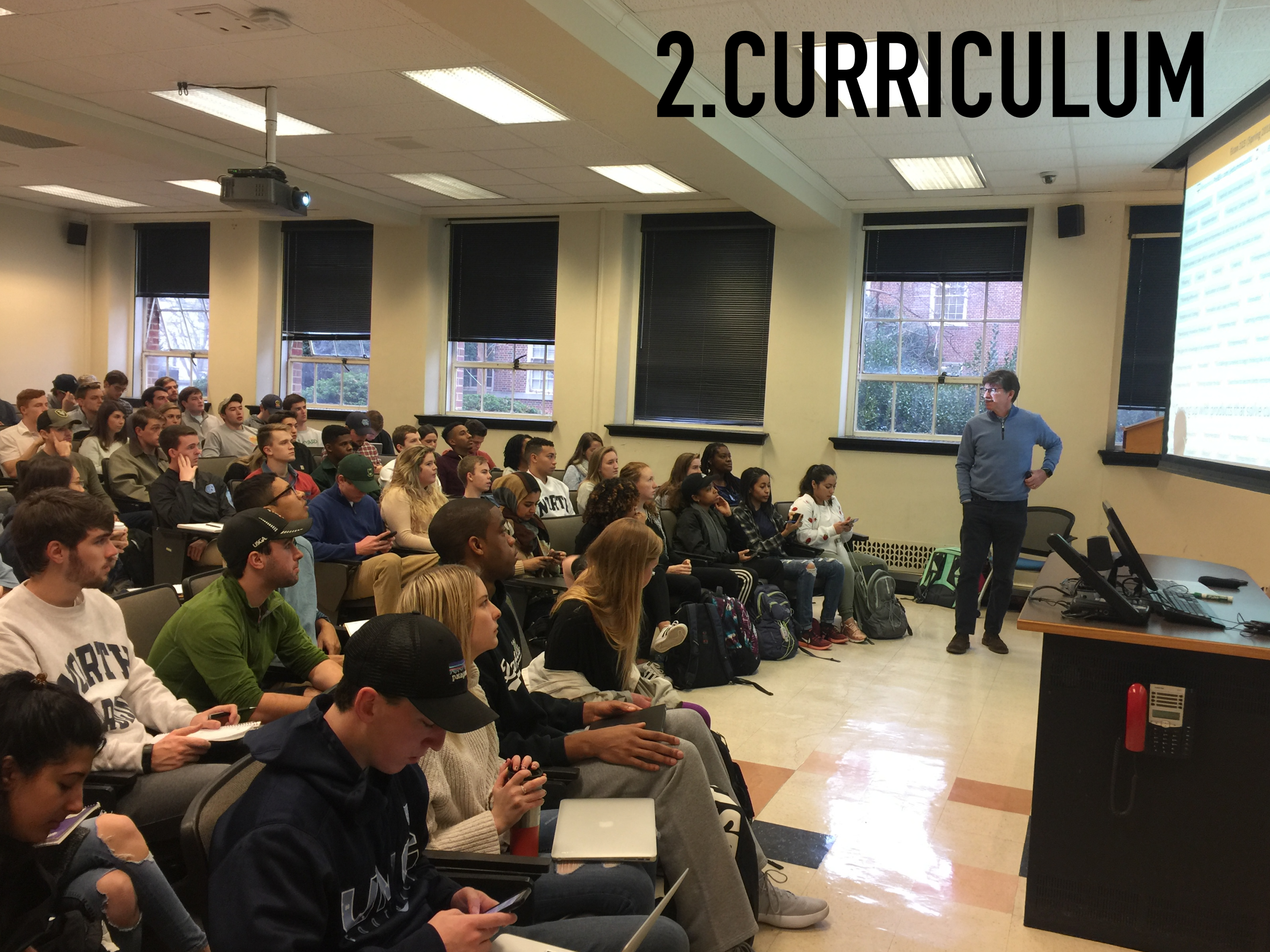


Molly Corrigan

INTERNSHIP MANAGER

mcorrigan@live.unc.edu

2. CURRICULUM



CURRICULUM

- Minor: 5 classes. 15 hours.
 - Pat Conway, Academic Director and Donna Gilleskie, Econ Dept Chair
 - Econ 101 and Econ 390
 - Core Entrepreneurship Classes: *Intro to Entrepreneurship, Principles of Entrepreneurship, Capstone Class*
 - Track Entrepreneurship Classes: *Arts, Science, Comp Sci, Social, Commercial, Media, Fashion, Public Health, Sports*
 - New Classes due to COAS-sponsored Cluster Hires

3. INTERNSHIPS



INTERNSHIPS

- 200+ internships
- 320 hours
- Preferably between Junior and Senior Summer
- Both Start ups and established companies
- Across multiple industries



SUMMER INTERNSHIP LINE UP



UNDER ARMOUR.



Others Talk, We Listen.



together, teachers do



adidas®



Goldman Sachs



MetLife



TOBACCO ROAD
PARTNERS

ATLANTIC
COAST BRANDS



redhat®



The
Parrish
Group

Bank of America.



Reebok

WELLS
FARGO

A photograph of a panel discussion in a classroom or lecture hall. Two men are seated on a stage, facing an audience. The man on the left is an African American man with glasses, wearing a patterned button-down shirt and dark trousers, gesturing with his right hand. The man on the right is a white man with short brown hair, wearing a light blue dress shirt and a blue tie, with his hands clasped. In the foreground, the backs of several audience members' heads are visible. The background features a desk with a microphone, a laptop, and a baseball cap.

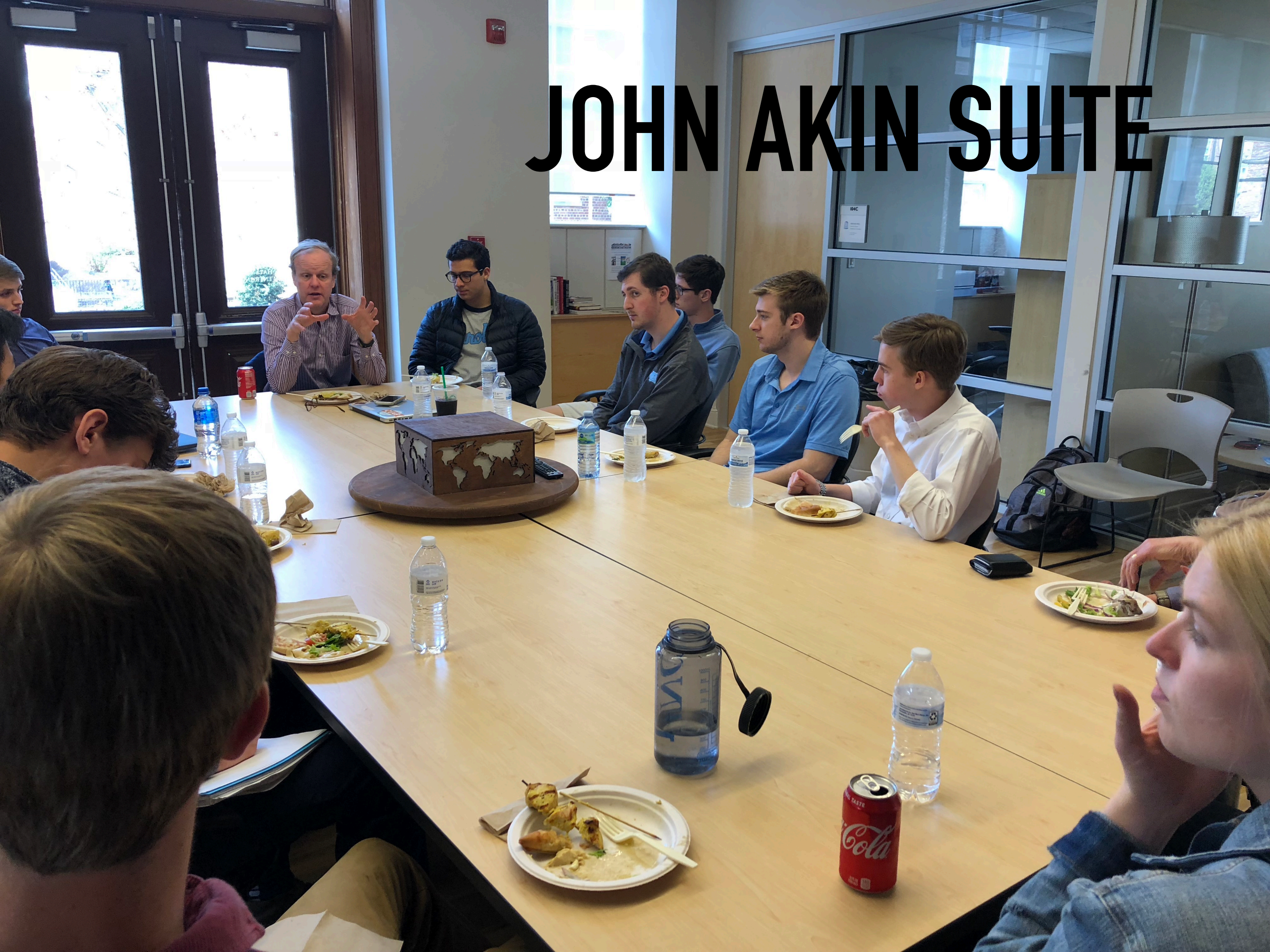
4. SPEAKERS

SPEAKERS

- 2018-2019: 107 Speakers
- Up by 32% from 2017-2018
- Experiential is the focus



JOHN AKIN SUITE



THE SHUFORD LECTURE SERIES: THE SKIMM



5. SHUFORD AWAY



SHUFORD AWAY

- Semester Away in Silicon Valley and London; Summer in Shanghai
- Internship Placements for 60 students
- Complete Minor in Silicon Valley and London with Bootcamp
- Immersive and Experiential





BEYOND THE CLASSROOM

BEYOND THE CLASSROOM

- Blacks in Entrepreneurship
- Innovator in Residence Program
- Maymester with Honors
- Shuford Mock Interview Day
- Pitch Competitions
- Alternative Fall Break Trip to Atlanta
- Mocktail Reception
- StartUp Garages and Innovation Dinners
- 2020: Pop-Ups focused on verticals





CAMERON ULMER. CAMERON OSIECKI. SKYE PAGE.

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GRADUATION VIDEO



STRATEGIC INITIATIVES AND OBJECTIVES AT-A-GLANCE

Strategic Initiatives	Objectives			Featuring (NEW)
1 Build Our Community Together	1.1 Together create conditions on campus that enable each other to thrive and feel like we all belong	1.2 Enhance the educational benefits of diversity and inclusion through effective retention, recruitment and enrollment	1.3 Prioritize diversity, equity and inclusion in teaching, research and service as well as in hiring, evaluation and promotion	<p><u>We are developing a curriculum with a deeper understanding of Carolina's past and strengthening research on the American South through several initiatives, starting with the Commission on History, Race and a Way Forward.</u></p> <p><u>We are investing in a diverse, equitable and inclusive environment through a \$5 million Build our Community Together Fund that will draw from the experiences and ideas of people across our community.</u></p>
2 Strengthen Student Success	2.1 Provide a student-centered experience, strengthen success for all students and foster equity in success across student populations	2.2 Facilitate learning that is experiential and collaborative, develops individual strengths and encourages the understanding, use and application of data	2.3 Expand digital technologies to increase access and opportunities for all North Carolinians and beyond	<p><u>We are reimagining how we educate students through bold transformation of student-centered curricula and digital offerings.</u></p> <p><u>We are creating a new school of data science.</u></p>
3 Enable Career Development	3.1 Fully integrate career preparation into all students' experiences, and extend career development opportunities to alumni	3.2 Provide University staff with systematic professional development opportunities, enabling them to continuously advance their careers	3.3 Create opportunities to develop the careers of faculty and address the changing conditions affecting the professoriate	<u>We are developing opportunities in lifelong learning to advance careers.</u>
4 Discover	4.1 Pursue creative collaborations in research and scholarship	4.2 Encourage artistic practice and artist-scholar synergies	4.3 Lead in solving the world's most challenging problems	<p><u>We are leading in the cure of rare diseases, neurological diseases, HIV and cancer through Carolina's culture of collaboration.</u></p> <p><u>We are addressing compelling problems through convergent, innovative, team-based science that will speed the impact of new discoveries.</u></p>

5 Promote Democracy	5.1 Actively engage as diverse citizens responsible for the institutions of American democracy	5.2 Work constructively across differences in society, starting by promoting respect and listening	5.3 Explore how humanity's highest purposes and potential can be realized through democracy and can help the democracy thrive	<u>We are inspiring conversations that engage students, faculty, staff and our community in rigorous public discourse and examination.</u>
6 Serve to Benefit Society	6.1 Engage with communities and local governments to solve problems and improve lives	6.2 Achieve impact for North Carolina by supporting faculty who conduct results-driven research on problems with critical implications for the state	6.3 Grow partnerships with businesses, nonprofits and government to translate and implement discoveries into practical applications and public use	<u>We are implementing the Provost's Initiative on Rural Engagement and Partnerships to bring together stakeholders and encourage authentic, effective and sustainable collaborations for the public good.</u>
7 Globalize	7.1 Guarantee that a global education is available to all students	7.2 Bring the world to North Carolina with strengthened partnerships and enhanced campus-wide international programming	7.3 Increase impact abroad and at home by scaling select global initiatives	<u>We are launching the Global Guarantee to expand global opportunities for all students as we bring the world to Carolina.</u>
8 Optimize Operations	8.1 Transform the administrative operations that support the University's mission of teaching, research and public service	8.2 Implement a robust data governance structure and process to inform decision-making and drive change	8.3 Create and maintain world-class physical facilities and infrastructure in support of our institutional mission	<u>We are transforming administrative operations through a new budget model, realigning spending authorities and implementing campus-wide lean management training.</u> <u>We are coordinating critical functions related to providing a comprehensive approach to institutional compliance and risk management.</u>

Strategic Initiative 1: Build Our Community Together

Build our community – rich in backgrounds and experiences – where all work together toward a common goal of creating a more diverse, equitable and inclusive community

Objective 1.1. Together create conditions on campus that enable each other to thrive and feel like we all belong

Strategic Opportunities

- Reimagine the role and structure of the University Office for Diversity and Inclusion
- Establish the UNC-Chapel Hill Commission on History, Race and A Way Forward
- Develop and deliver a series of campus/community seminars on the topic of anti-Semitism
- Launch new shared learning initiatives that focus on history, race, reckoning and the South
- Make strategic investments in culture and identity centers at the University
- Promote cultural events and celebrations broadly on campus and encourage attendance

Objective 1.2. Enhance the educational benefits of diversity and inclusion through effective retention, recruitment and enrollment

Strategic Opportunities

- Sustain the work of the Provost's Working Group on the Educational Benefits of Diversity and disseminate the results of the assessments
- Engage the University community — students, faculty and staff, as well as alumni and supporters — in discussion and discovery of the rich diversity of the student body, as a means of fostering community, dispelling stereotypes, and enhancing understanding and dialogue
- Enhance recruitment and enrollment experiences to foster a sense of belonging and equity in achievement across different populations
- Develop paths for UNC-Chapel Hill's international students to enable them to contribute to building our community and enriching the community together
- Explore innovative approaches to admissions and evaluate its capacity to foster excellence and help the University provide the educational benefits of diversity

Objective 1.3. Prioritize diversity, equity and inclusion, in teaching, research and service as well as in hiring, evaluation and promotion

Strategic Opportunities

- Systematically evaluate the University's current diversity training programs, assess best practices in diversity training, evaluate contemporary instruments to support diversity training and develop a strategy to implement and execute diversity training at UNC-Chapel Hill
- Develop leadership pathways and mentoring for underrepresented faculty who aspire to assume leadership roles within higher education
- Develop strategies to recruit and retain diverse faculty, staff and students
- Reevaluate and rename the University's waived hiring program (formerly Targeted Hiring Program) to the VITAE Program (Valuing Inclusion to Attain Excellence)

Strategic Initiative 2: Strengthen Student Success

Prepare students for success by providing a student-centered experience, learning adapted to contemporary needs and access to resources

Objective 2.1. Provide a student-centered experience, strengthen success for all students and foster equity in success across student populations

Strategic Opportunities

- Evaluate and implement recommendations from the Modernizing Student Support Working Group
- Incentivize and support faculty engagement for student success
- Develop innovative, shared and comprehensive processes and systems that include student success and degree audit tools
- Address student mental health issues and implement recommendations of the Mental Health Task Force
- Integrate Carolina Excellence, a student engagement tool in the Office of Student Affairs, with Modernizing Student Success
- Deploy the My Course Analytics Dashboard, an inclusive teaching tool, to all faculty who teach undergraduates
- Launch the Master's in Applied Professional Studies program

Objective 2.2. Facilitate learning that is experiential and collaborative, develops individual strengths and encourages the understanding, use and application of data

Strategic Opportunities

- Implement the IDEAs in Action General Education Curriculum
- Create a new school of data science
- Implement a data science Professional Science Master's program
- Assure that every graduate of UNC-Chapel Hill is data literate

Objective 2.3. Expand digital technologies to increase access and opportunities for all North Carolinians and beyond

Strategic Opportunities

- Launch the Digital Residential and Non-Residential Lifelong Learning Initiative
- Assess and select an Online Program Management partner to fast-track the digital residential and non-residential needs of UNC-Chapel Hill
- Develop and implement the plan of integration with Carolina Courses Online and the Carolina Office for Online Learning

Strategic Initiative 3: Enable Career Development

Help students, alumni, staff and faculty reach their full career potential

Objective 3.1. Fully integrate career preparation into all students' experiences and extend career development opportunities to alumni

Strategic Opportunities

- Adopt Modernizing Student Support recommendations for student career preparation, i.e., develop more efficient and integrated partnerships between and across units, such as between the College of Arts & Sciences Advising and University Career Services, to optimize all aspects of student navigation from matriculation to graduation
- Develop digital offerings in lifelong learning to advance careers of alumni

Objective 3.2. Provide University staff with systematic professional development opportunities, enabling them to continuously advance their careers

Strategic Opportunities

- Recruit and retain top talent at all levels of staff employment
- Implement the Talent Management System proposal from Office of Human Resources
- Develop digital lifelong learning programs and other professional development opportunities to facilitate career advancement for staff
- Encourage and promote work-life balance

Objective 3.3. Create opportunities to develop the careers of faculty and address the changing conditions affecting the professoriate

Strategic Opportunities

- Recruit and retain top talent among the faculty ranks
- Create leadership pathways and mentoring for our underrepresented faculty who aspire to assume leadership roles on campus or within higher education
- Promote and integrate the Center for Faculty Excellence and Carolina Office for Lifelong Learning for course development and teaching strategies, and coordinate with Office of Human Resources and Academic Personnel Office to provide more management training opportunities for faculty
- Assess the effectiveness of, and update or change, the policies and practices associated with both tenure-track and fixed-term promotion and tenure
- Encourage and promote work-life balance for faculty on campus

Strategic Initiative 4: Discover

Pursue discovery through creative collaboration

Objective 4.1. Pursue creative collaboration in research and scholarship

Strategic Opportunities

- Invest in and implement the following institution-driven priorities:
 - Data Science: Create a new school of data science designed to accelerate data science research and collaboration
 - Brain Neuroscience: Initiate studies to explore focus areas and enhance capabilities
 - Clinical Research Support Implementation: Design and implement organizational structure and tools to enhance clinical research and clinical decision support
- Implement the Southern Futures Initiative

Objective 4.2. Encourage artistic practice and artist-scholar synergies

Strategic Opportunities

- Implement IDEAs in Action General Education Curriculum's Focus Capacity – Creative Expression, Practice and Production
- Broaden our expectations of research teams to include foundational contributions from artists, creative humanists and performers
- Update the concept of Arts Everywhere

Objective 4.3. Lead in solving the world's most challenging problems

Strategic Opportunities

- Develop and implement the three lanes of the Institute for Convergent Science: Convergent Commons, Pre-commercial Demonstration and Commercial Launch
- Enable faculty-driven interdisciplinary projects such as creativity hubs and other campus and unit-based initiatives

Strategic Initiative 5: Promote Democracy

Inspire a culture of listening, respect and civil discussion for the betterment of our campus community, North Carolina and the world

Objective 5.1. Actively engage as diverse citizens responsible for the institutions of American democracy

Strategic Opportunities

- Coordinate a “Carolina Votes” initiative. Involve Faculty Governance, Employee Forum, Student Government, GPSF, Campus Y and Carolina Center for Public Service, among others, to organize educational events, voter registration and voter education. Measure student, staff and faculty understanding and participation in the 2020 primary and general elections
- Provide opportunities for students to intern in, or work with, democracy-related community organizations including electoral campaigns, social movement organizations and government offices through the Carolina Center for Public Service and the Campus Y

Objective 5.2. Work constructively across differences in society, starting by promoting respect and listening

Strategic Opportunities

- Provide opportunities for conversations on and off campus that bring students and faculty into respectful dialogue with people they disagree with; facilitate campus forums to promote honest, frank discussion and dissent on major campus and public issues; build the capacity to engage constructively across differences, disputes and conflicts around social justice and conflict management. Involve the IOP, Roosevelt Institute, College Democrats and Republicans, BSM, Campus Y, IAH, PPE, PPD, Southern Futures and other campus units
- Develop a faculty expert response system to provide evidence-based context for visiting speakers, along with mechanisms for audience feedback, to promote greater speaker quality and audience participation (possibly link with IDEAs in Action’s General Education Curriculum’s Campus Life requirement)
- Develop the Communication Beyond Carolina capacity requirement in the IDEAs in Action General Education Curriculum to provide all undergraduates with strong skills in communication and listening with different audiences and publics
- Conceptualize and develop the UNC Program for Public Discourse, emphasizing respectful dialogue in classes and public events

Objective 5.3. Explore how humanity’s highest purposes and potential can be realized through democracy and can help the democracy thrive

Strategic Opportunities

- Convene a Summit on the University’s Responsibility to Democracy to coordinate and develop research, educational and service contributions to democratic renewal
- Develop and support a Democracy Track in the IDEAs in Action General Education Curriculum to allow students to focus on democratic competencies regardless of major
- Develop and support a Democracy Training Program/Certificates available for graduate students across all units
- Develop and support a Center for Information, Technology and Public Life
- Develop a community engagement model for the school of data science, focusing on data for democratic and policy improvements

- Study and document News Deserts in North Carolina and the nation and the implications for citizens without access to local news and information; propose innovative models for renewing access to news, information and ideas in North Carolina and the nation

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Strategic Initiative 6: Serve to Benefit Society

Address community priorities for North Carolina and beyond

Objective 6.1. Engage with communities and local governments to solve problems and improve lives

Strategic Opportunities

- Bring together UNC-Chapel Hill's unrivaled Southern expertise and resources for transformative impact on campus, in the state and across the South through the Southern Futures initiative
- Provide high-level organizational leadership and support that encourages and supports public service focused on addressing community challenges and opportunities
- Provide recognition through promotion and tenure policies and procedures for faculty who apply their scholarship and experience in ways that address real problems in communities
- Document and assess ongoing community-campus partnerships, especially those in distressed communities, to identify best practices for joining community and University assets to address community priorities
- Continue the Tar Heel Bus Tour
- Create a hub for community-based participatory research

Objective 6.2. Achieve impact for North Carolina by supporting faculty who conduct results-driven research on problems with critical implications for the state

Strategic Opportunities

- Launch the Rural Health Equity Initiative
- Advance the Interprofessional Education and Practice Initiative
- Apply the learnings from international collaborative research activities to problems facing the state of North Carolina
- Increase participation in the Pathways to Impact, an online "mini MBA" for faculty interested in entrepreneurial endeavors
- Develop channels for sharing Innovate Carolina's County Mapping of UNC-Chapel Hill engagement in North Carolina

Objective 6.3. Grow partnerships with businesses, nonprofits and government to translate and implement discoveries into practical applications and public use

Strategic Opportunities

- Develop major corporate partnership strategies to enable physical infrastructure in wet labs and other research facilities
- Expand the number of investors in the Carolina Angel Network
- Expand the number of investors in the Carolina Research Ventures Fund

Strategic Initiative 7: Globalize

Educate global citizens and strengthen global impact

Objective 7.1. Guarantee that a global education is available to all students

Strategic Opportunities

- Launch Global Guarantee to expand global opportunities for undergraduates
- Expand global opportunities for graduate and professional students
- Develop, market and track a portfolio of Global Immersion Experiences (short-term international opportunities) for undergraduates who cannot participate in traditional study abroad experiences
- Launch targeted fundraising to increase resources available for students who wish to participate in a transformative global experience but lack the financial means

Objective 7.2. Bring the world to North Carolina with strengthened partnerships and enhanced campus-wide international programming

Strategic Opportunities

- Identify and develop strategic partnerships to innovate in global programming and research
- Enhance campus-wide programming (e.g., cultural events, speakers) to further internationalize the student experience
- Develop and execute initial phase of institutional strategy for Asia
- Enhance global branding of the University; support global initiatives and elevate to university-wide recognition

Objective 7.3. Increase impact abroad and at home by scaling select global initiatives

Strategic Opportunities

- Establish global operations support infrastructure and institutional policies that streamline and strengthen global research and programming in overseas locations, including the hire of a director of global operations
- Establish a Global Seed Fund to support new global research, teaching and public service efforts with emphasis on distinctive collaborations with strategic partners

Strategic Initiative 8: Optimize Operations

Continually improve business operations and infrastructure support

Objective 8.1: Transform the administrative operations that support the University's mission of teaching, research and public service

Strategic Opportunities

- Implement new budget model
- Create an Office of Institutional Integrity and Risk Management
- Continue to support the Campus Safety Commission
- Advance and expand the Operational Excellence initiative
- Create a Lean Management culture through the development and implementation of a Lean Management training program
- Realign spend authority policies
- Reduce costs and increase research flexibility by adopting a multi-cloud systems and services strategy
- Create a nimble approach, inclusive of distributed technology units, in planning and executing institutional technology projects
- Enhance “compliance-readiness” by aligning routine operations with suitable routine processes and procedures
- Leverage automation of student support services, freeing staff for critical face-to-face interactions

Objective 8.2: Implement a robust data governance structure and process to inform decision-making and drive change

Strategic Opportunities

- Reengineer the Office of Institutional Research and Assessment to become the Office of Institutional Research, Planning and Assessment, furthering its role in planning, program evaluation and university metrics
- Modernize administrative data governance workflow and tracking to expedite internal and external acceptable use agreements

Objective 8.3: Create and maintain world-class physical facilities and infrastructure in support of our institutional mission

Strategic Opportunities

- Create a working Master Plan from the existing 2019 Campus Master Plan
- Identify and prioritize facilities to be renovated or replaced
- Secure funding to renovate or replace prioritized facilities