

**BOARD OF TRUSTEES EMERGENCY MEETING
The University of North Carolina at Chapel Hill**

The Board of Trustees met in special session on Thursday, December 20, 2012, at The Carolina Inn, Hill Ballroom Central & North, at 10:00 a.m. Chair Hargrove presided.

ROLL CALL

Assistant Secretary Erin Schuettpelz called the roll and the following members were present:

Wade H. Hargrove, Chair	H. Kel Landis
Barbara R. Hyde, Vice Chair	Steven J. Lerner
Phillip L. Clay, Secretary	Sallie Shuping-Russell
W. Lowry Caudill	John L. Townsend III
Donald Williams Curtis	Felicia A. Washington
J. Alston Gardner	Will Leimenstoll
Peter T. Grauer	

Chair Hargrove read the following statement regarding the State Government Ethics Act:
"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."

CHAIR'S REMARKS

Chair Hargrove thanked the Board and members of the University community for being here today. He said that the Board is keenly aware of the interest of the taxpayers of North Carolina, of alumni and friends of the University in the matters being discussed. It's the Board's hope that they will receive answers to the key questions that all of us have been asking for more than a year. Chair Hargrove welcomed Governor Martin, thanked him for leading this important investigation. He also welcomed representatives of the firm Baker Tilly and expressed appreciation for their service to the Board.

After receiving the results of the Hartlyn-Andrews report last spring, the Board felt the need for a professional independent firm experienced in auditing educational institutions to review the new academic reporting and audit controls that had been recommended by Dean Gil and her colleagues. Whatever the previous deficiencies that existed in the University's academic audit controls, it was the view of the Board of Trustees and of Chancellor Thorp and of Dean Gil that the conspicuous lapses of the past cannot be repeated and that management controls must be in place to assure immediate detection and correction of any irregularities of this kind going forward. Chair Hargrove then asked Trustee Gardner to report on the process for selecting a consulting firm. Trustee Gardner mapped out the process:

- Spoke with a number of other universities who helped identify firms with expertise in this area.
- Consulted with faculty and university leaders including Provost Bruce Carney; Jennifer Conrad, the Senior Associate Dean of the Kenan-Flagler Business School; Bobbi Owen, the Senior Associate Dean for Undergraduate Education in the College of Arts and Sciences; and Chris Derickson, the Registrar of the University.
- Identified a number of firms and narrowed it to three.

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- Invited Deloitte Consulting, Heron Consulting and Baker Tilly to come to campus and present their capabilities
- Trustees Caudill, Hargrove and Clay attended some of the presentations. The consensus was that Baker Tilly's team had the right combination of experience and expertise to best help the campus review all the policies, procedures, systems and processes related to undergraduate education.
- Recommended that Chancellor Thorp hire Baker Tilly.

Chair Hargrove thanked Trustee Gardner and mentioned that the report by Governor Martin and Baker Tilly is impressive. It's one of five investigations into these matters, each of which is independent of the other. The report from Governor Martin appears to be thorough and comprehensive. He received the full support of the University's administration and staff in connection with the investigation.

Chair Hargrove continued that members of the University community and those for whom this institution means so much will find portions of the report painful. It would be unfair however, to allow the failures of a few individuals to sully the reputation and the good name of each of the other 3,500 faculty members and 8,000 staff employees who had no knowledge of, nor played in any part in, any of these indiscretions and who have dedicated their professional lives to making this one of the world's most respected educational and research institutions. The failures and irregularities here strike at the very core values of this University. In facing and correcting the problems, we honor more than 200 years of commitment by members of the faculty, the staff and the administration and Trustees, past and present, to ensure that every student who comes to Chapel Hill receives a rigorous, challenging and meaningful academic experience. These irregularities must never, ever be allowed to occur again. The Trustees and Chancellor Thorp are joined in this commitment by President Ross, by the Board of Governors' Chair Peter Hans and members of the Board of Governors' Academic Review Panel. Chair Lou Bissette and members of that panel, Hari Nath, Walter Davenport, Ann Goodnight and James Deal, are with us today.

Chair Hargrove pledged to do everything that the Board can do to resolve these issues. Following the meeting, the Board of Governors' Academic Review Panel will meet with Governor Martin and with Baker Tilly at the Spangler Center at General Administration. The members of that panel will report their findings to the full Board of Governors next month. Today's report reflects a collective commitment of this Board, that of Chancellor Thorp, President Ross, and the Board of Governors to ensure and protect the academic integrity of this great University for generations to come.

CHANCELLOR'S REMARKS

Chancellor Thorp thanked everyone for being at the meeting, and he spoke about how important it is to maintain and rebuild the integrity of the University. Chancellor Thorp said the following:

We come here with a mix of sadness, anger, and hope- sadness because of the toll that this has taken on the University and the people who love it; anger because of the irresponsible actions of a few people; and hope because today is an important milestone for our University and for all of us. For years we've been proud and you might even say boastful of always doing things the right way. We can't run away from what we've learned. We made mistakes in the past. We were complacent. We didn't ask hard questions that should have been asked, and we didn't live up to our reputation. We have

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to acknowledge that we had an environment that placed too much trust on people and not enough emphasis on having the systems in place to catch the issues that we're here to talk about today. We still need a system of trust, but we also need appropriate accountability. We have to acknowledge all of these things and we have to get better. We can't be the world-class university that we are and the economic driver for the State that we are if there are any questions about our integrity. He then introduced Governor Martin and thanked him for his time and energy. He also introduced and thanked Baker Tilly for their leadership in the investigation. We will implement the reforms they have suggested so that this never happens again.

I've had the opportunity to be briefed by Governor Martin and Baker Tilly on their report and I'm confident that no other university has ever opened itself to this kind of investigation. The hard questions have been asked and today we have the answers. We're here today to receive the reports and to embrace any findings and move forward as a much stronger university. Jim Martin's credentials were perfect for this assignment. In addition to being a former Governor and Congressman, he is a former Davidson College Chemistry faculty member who served on the faculty, athletics and admissions committees. Governor Martin accepted no payment for this assignment, and I'm confident that at the time he agreed to do it, he had no idea how much time it was going to take. Governor, we are very grateful. Thank you.

Chancellor Thorp continued:

When Governor Martin and Baker Tilly agreed to this assignment, I told them to explore any and all issues as they saw fit with no restrictions. And as has already been said, and I believe Governor Martin will say again, we have cooperated fully. Over the past year we have strived to understand what went so wrong, and we have focused on implementing every reform possible to ensure that we are never in this position again. This is an important day for the University of North Carolina at Chapel Hill. We are embracing these findings and we are moving forward as a stronger University. I hope that ultimately we will be judged not only by what happened here, but by what we are doing about it. So thank you all for being here today.

PRESENTATION OF POLICY AND PROCEDURES REVIEW

Raina Rose Tagle, of Baker Tilly, reported that this was an objective, external assessment regarding the efforts of the Institution to enhance academic policies, procedures, processes and systems.

In thinking about the types of controls (preventative and corrective), the cost effectiveness, and the practicality of what will succeed in an academic environment, Baker Tilly was given by the University a set of criteria against which to assess the new policies, procedures, processes and systems that the University has put into place. In short, Baker Tilly was assessing the design of the new policies, procedures, processes and system. Operational effectiveness was not tested since these are new changes.

The Hartlyn-Andrews Report and the report of the Independent Study Task Force was the start of Baker Tilly's work to identify what are the risks that all of these new changes are intended to address, what could go wrong and how to best implement the changes. The review process was iterative and Baker Tilly worked with the institution to enhance the policies and procedures.

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Ms. Rose Tagle stated that the Baker Tilly review found no gaps in the new policies, procedures and systems put in place by the University. Ultimately, Baker Tilly believes that the work performed by the University will position this institution well as it looks toward the future.

PRESENTATION BY GOVERNOR MARTIN & BAKER TILLY

Governor James Martin gave a full report on his review and findings surrounding the academic anomalies. Last summer, the University of North Carolina at Chapel Hill requested that the Governor undertake a deeper review to investigate “serious anomalies” related to the course offerings and methods of instruction within the Department of African and Afro-American Studies (AFRI/AFAM). The University engaged Baker Tilly, a national advisory firm, to assist with the review. Baker Tilly has experience in working with other institutions on sensitive matters and is accustomed to performing such reviews objectively, but also cooperatively. The review team worked independently from University leadership and staff, but with their full cooperation. We were granted unfettered access to University systems, records, and personnel. Specifically, we were asked by the university to find out when this problem began and why and to see if anything like it had occurred in other departments and to, above all, follow the evidence. We were expected to be independent and thorough. And we began with a general attitude of caution, if not suspicion, regarding any view that we received that could not be corroborated.

The review looked at every course in every department taught by every instructor with grades and grade changes for every student going back as far as useful electronic data were available, back to 1994. That included 172,580 course sections, taught by 12,715 instructors for a total of 118,611 undergraduate students. That required processing almost five million data elements. We interviewed 86 individuals, most at our request but some at their own initiative. Those interviews include student-athletes, undergraduate students, faculty, staff, administrators, current and former coaches, advisors, counselors, tutors and one mom. In every aspect, cooperation throughout the university was impeccable and our access was unrestricted. We did receive a number of additional opinions and observations, but limited our findings to those we could corroborate.

Findings:

- This was not an athletic scandal. It is an isolated academic scandal, contained to one department, AFRI/AFAM.
- As the internal Hartland-Andrews review surmised, the anomalous courses in the department did not begin in 2007. The first course occurred in the fall of 1997.
- We found nothing inconsistent with the internal Hartlyn-Andrews Review. We found red flags in other departments that aroused our curiosity, but found reasonable, acceptable explanations for those courses. After pursuing a large number of leads, we found no evidence to implicate parties other than those identified by the Hartlyn-Andrews Review.
- Within AFRI/AFAM, no other faculty member was involved unethically, other than former Chairman Nyang'oro and Administrator Crowder. Eight other professors were unwittingly and indirectly compromised in dozens of instances in which someone else signed their signatures to Grade Rolls, and Grade Change Forms, without their knowledge or authorization to do so.
- The patterns of activity with Type 1 and Type 2 courses spiked in the 2003 – 2006 span. It disappears in the summer of 2009, when Administrator Crowder retired. While the review can't confirm that all of the independent course sections flagged in the department were

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defective (in fact, some may be legitimate), you can see the magnitude during this timeframe.

- Enrollments in these courses were never restricted to student-athletes, although in a few instances their proportions exceeded 40% occasionally reaching a very high percentage and occasionally very low. Some courses had no student-athletes at all.
- In general, grade changes do not appear to be isolated or reserved for student-athletes.
- The total number of all course sections offered in AFRI/AFAM over this span was 1,992. The total number of Type 1 and Type 2 anomalous lecture courses was 167. The total enrollment within the department was 66,584 while the total enrollment in the anomalous courses was 4,194, or 6%.
- In the course of the review, a clear motive was not discerned. The evidence is consistent with one hypothesis that these courses were provided for the primary purpose of enlarging the department's enrollment. As a generality, no one was paid for having more than the number of courses. There is no evidence that anyone outside the department was active in its instigation or its continuance. There is no evidence that counselors or students or coaches had anything to do with perpetrating this abuse.
- On two occasions in 2002 and 2006, leaders of Academic Support for Student Athletes brought the Faculty Athletic Committee information about students taking independent study courses, including that that one professor might be teaching lecture classes in an independent study format. At the time, that information regarding independent studies was not deemed to be alarming by the FAC.

Governor Martin continued by commenting on grade inflation as a concern throughout higher education.

Members of the Board of Trustees asked numerous questions of Governor Martin and Raina Rose Tagle of Baker Tilly.

A copy of the full report is located in the Office of the Assistant Secretary.
A copy of the presentation is located in the Office of the Assistant Secretary.

RECESS

Chair Hargrove recessed the Board meeting at 12:12 p.m. to attend a press conference.

RECONVENE

Chair Hargrove reconvened the Board meeting at 12:58 p.m.

MOTION TO CONVENE IN CLOSED SESSION

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

EXECUTIVE CLOSED SESSION

Chair Hargrove convened the Board in Executive Closed Session to discuss personnel and legal matters.

RECONVENE MEETING IN OPEN SESSION

Chair Hargrove reconvened the meeting in open session.

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OPEN SESSION

ADJOURNMENT

There being no further business to come before the Board, Chair Hargrove adjourned the meeting at 2:07 p.m.

Assistant Secretary

DRAFT
BOARD OF TRUSTEES EMERGENCY MEETING
The University of North Carolina at Chapel Hill

The Board of Trustees met in emergency session on Monday, March 18, 2013, at The University of North Carolina at Chapel Hill, South Building, Room 105, at 11:04 a.m. Chair Hargrove presided.

ROLL CALL

Assistant Secretary Erin Schuettepelz called the roll and the following members were present:

Wade H. Hargrove, Chair
W. Lowry Caudill
Steven J. Lerner
Sallie Shuping-Russell
John L. Townsend III
Will Leimenstoll

Barbara R. Hyde, Vice Chair, Phillip L. Clay, Secretary, Donald Williams Curtis, J. Alston Gardner, Peter T. Grauer, H. Kel Landis, and Felicia A. Washington joined the meeting via teleconference.

Chair Hargrove read the following statement regarding the State Government Ethics Act:

"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."

CHAIR'S REMARKS

Chair Hargrove welcomed the trustees and media.

MOTION TO CONVENE IN CLOSED SESSION

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

CLOSED SESSION

The Board discussed personnel and legal matters.

RECONVENE MEETING IN OPEN SESSION

Chair Hargrove reconvened the meeting in open session.

OPEN SESSION

ADJOURNMENT

There being no further business to come before the Board, Chair Hargrove adjourned the meeting at 12:05 p.m.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

ATTACHMENT C

HOLDEN THORP
Chancellor

103 SOUTH BUILDING
CAMPUS BOX 9100
CHAPEL HILL, NC 27599-9100

T 919.962.1365
F 919.962.1647
www.unc.edu

February 18, 2013

Members of the Board of Trustees
The University of North Carolina at Chapel Hill

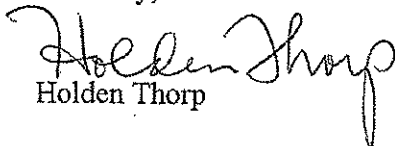
Dear Members of the Board:

You have authorized me to poll you by mail concerning personnel matters which require attention by the Board. Accordingly, I am transmitting to you herewith personnel matters in the following categories:

For Action – Personnel Actions	Appendix A
For Action – Actions Conferring Tenure	Appendix A
For Action – Compensation Actions	Appendix B
For Information	Appendix C

Please mark and return the enclosed ballot indicating whether or not you agree with the actions proposed in Appendices A and B. Appendix C requires no action on your part. Thank you.

Sincerely,


Holden Thorp

Attachments

Re 02/18/2013 mail ballot: (Personnel)

A quorum was received on 2/12/2013:	Additional approvals received:
J. Alston Gardner	W. Lowry Caudill
Wade H. Hargrove	H. Kel Landis III
John L. Townsend III	Felicia A. Washington
Phillip L. Clay	Ballots not Received:
Donald Williams Curtis	Will Leimenstoll
Sallie Shuping-Russell	Steven J. Lerner
Barbara R. Hyde	Peter T. Grauer



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

BOARD OF TRUSTEES

<i>To: Heather Greene</i>	<i>From: Members of the Board of Trustees</i>
<i>Fax: (919) 962-8464</i>	<i>Pages: 1 (including cover sheet)</i>
<i>Date: February 18, 2013</i>	<i>Re: Mail Ballot, dated February 18, 2013</i>

Trustees:

Attached for your review and approval is a regular personnel mail ballot. This mail ballot will be approved as part of the Consent Agenda at the Full Board meeting on Thursday, March 28, 2013.

The undersigned votes as follows with respect to the recommendations proposed in Chancellor Thorp's letter dated, February 18, 2013.

	<u>Approve</u>	<u>Disapprove</u>
Appendix A, Personnel Actions	_____	_____
Appendix A, Actions Conferring Tenure	_____	_____
Appendix B, Compensation Actions	_____	_____
Appendix C, For Information	NO ITEMS	

Signed

Date

Please fax to Heather Greene at (919) 962-8464.

EXECUTIVE SUMMARY

Board of Trustees

February 28, 2013

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Effective Date	Salary
Personnel Actions							
New Appointments without Tenure							
1	Health Affairs	Michael Emanuele	Pharmacology	N/A	Assistant Professor	3/1/2013	\$105,000
Addition of Joint Appointment Tenure Track							
0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Promotion to Full Professor							
1	Academic Affairs	Daniel Bauer	Psychology	Associate Professor	Professor	7/1/2013	\$110,000
2	Health Affairs	Nancy DeMore	Surgery	Associate Professor	Professor	3/1/2013	\$262,500
3	Health Affairs	Mark Farber	Surgery (primary) Radiology (joint)	Associate Professor Associate Professor	Professor Professor	3/1/2013 3/1/2013	\$400,000
4	Health Affairs	Brian Kuhlman	Biochemistry & Biophysics	Associate Professor	Professor	3/1/2013	\$141,631
5	Academic Affairs	Hassan Melehy	Romance Languages	Associate Professor	Professor	7/1/2013	\$77,600
Reappointments to the same Rank							
1	Health Affairs	Stephanie Wheeler	Health Policy and Management	Assistant Professor	Assistant Professor	5/10/2014	\$101,200
2	Health Affairs	Thomas Kash	Pharmacology	Assistant Professor	Assistant Professor	4/1/2013	\$109,500
3	Health Affairs	Michelle Hernandez	Pediatrics	Assistant Professor	Assistant Professor	3/1/2014	\$147,156
Designation/Reappointments to Departmental Chair							
1	Health Affairs	Robert Wright	Prosthodontics	N/A	Professor and Department	7/1/2013	\$132,000.00
Designation/Reappointments to Distinguished Professorship							
0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Actions Conferring Tenure							
Promotion Conferring Tenure							
1	Health Affairs	Anthony Charles	Surgery	Assistant Professor	Associate Professor	7/1/2013	\$283,482.00
2	Academic Affairs	Oswaldo Estrada	Romance Languages	Assistant Professor	Associate Professor	7/1/2013	\$67,350.00
3	Health Affairs	William Kim	Medicine (primary) Genetics (joint)	Assistant Professor Assistant Professor	Associate Professor Associate Professor	9/1/2013 9/1/2013	\$163,400
4	Health Affairs	Anne Lyerly	Social Medicine	Associate Professor	Associate Professor	3/1/2013	\$130,000
5	Academic Affairs	Anthony Perucci	Communication Studies	Assistant Professor	Associate Professor	7/1/2013	\$66,898
6	Academic Affairs	Sara Sharma	Communication Studies	Assistant Professor	Associate Professor	7/1/2013	\$68,763
7	Health Affairs	Adam Zanation	Otolaryngology/HNS (primary) Neurosurgery (joint)	Assistant Professor N/A	Associate Professor Associate Professor	3/1/2013 3/1/2013	\$274,527
New Appointments Conferring Tenure							
1	Health Affairs	Robert Wright	Prosthodontics	N/A	Professor	7/1/2013	\$132,000

The University of North Carolina at Chapel Hill
EXECUTIVE SUMMARY
Board of Trustees
February 28, 2013

Appendix A

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Effective Date	Salary
Reappointment conferring Tenure							
1	Health Affairs	Carol Golin	Medicine (primary) Health Behavior & Health Education (joint)	Associate Professor Associate Professor	Associate Professor Associate Professor	3/1/2013 3/1/2013	\$145,000
Addition of Joint Appointment Conferring Tenure							
1	Health Affairs	Michael Emch	Geography (primary) Epidemiology (joint)	Professor Adjunct Associate Professor	Professor Professor	3/1/2013	\$121,440
* Total 20							
Corrections							
1	Academic Affairs	Adam Mersereau	Kenan-Flagler School of Business	Assistant Professor	Associate Professor	7/2/2013	\$ 148,000 (January BOT agenda omitted salary)
2	Academic Affairs	Bradley Staats	Kenan-Flagler School of Business	Assistant Professor	Associate Professor	7/2/2013	\$182,000 (January BOT agenda omitted salary)
3	Health Affairs	Qisheng Zhang	Pharmacy	Assistant Professor (January BOT agenda listed N/A)	Associate Professor	1/25/2013	\$91,416
4	Academic Affairs	Shenyang Guo	SOSW	Distinguished Professor	Distinguished Professor	1/25/2013	\$127,171 (Correction of 14.78% increase of \$16,374, not 11.22% increase of \$12,828)

EXECUTIVE SUMMARY

Board of Trustees

January 24, 2013

No.	College/Division	Name	Department/School	Rank	Reason	Requested Increase Amount	Percent of Increase	Current Salary	New Salary	Effective Date
Compensation Actions						* Available funding for each action has been confirmed by the appropriate Department and School/Division management officials to support the proposed salary increase. Upon implementation, specific funding sources are reviewed and approved at the Department level, as well as by the applicable University Central financial offices, including the University Budget Office and the Office of Sponsored Research for grant-funded salaries.				
1	Health Affairs	Brian Boyd	Allied Health Sciences	Assistant Professor	Retention	\$26,500	31.74%	\$86,005	\$110,000	4/13/2013
2	Health Affairs	Marisa Domino	Health Policy & Management	Professor	Retention	\$38,155	34.00%	\$130,732	\$150,377	4/13/2013
3	Health Affairs	Penny Gordon-Larsen	Nutrition	Professor	Retention *	\$18,678	11.32%	\$166,980	\$183,678	3/1/2013
4	Health Affairs	Byron Lindsey	Psychiatry	Clinical Professor	Increase based on equity	\$30,500	14.04%	\$217,212	\$247,712	3/1/2013
5	Health Affairs	Kristin Reiter	Health Policy & Management	Associate Professor	Retention	\$22,653	21.00%	\$125,662	\$130,523	4/13/2013
6	Health Affairs	Sally Stearns	Health Policy & Management	Professor	Increase based on equity	\$18,385	14.90%	\$127,092	\$141,775	3/1/2013
7	Health Affairs	Bryan Weiner	Health Policy & Management	Professor	Increase based on equity	\$40,141	32.87%	\$142,248	\$162,248	4/13/2013
8	Health Affairs	Qisheng Zhang	Pharmacy	Associate Professor	Promotion and Reallocation to a higher-level class	\$11,663	13.14%	\$91,416	\$100,416	2/1/2013

* Funds from Faculty Recruiting and Retention Fund

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

The University of North Carolina at Chapel Hill
EXECUTIVE SUMMARY (EPA Non-Faculty)
Board of Trustees
Meeting Date - 02/28/2013 (Mail Ballot)

Compensation Actions

No.	College/Division	Name	Department/School	Rank/Title	Reason	Detail	Requested Increase \$\$	Requested Increase %	June 30 Salary	Current Salary	Proposed Salary	Effective Date
1	Athletics	Walter Bell	Athletics - Football	Assistant Coach	Labor Market Adjustment	This increase request is to adjust the salary to be more in line with the current market for assistant football coaches. CUPA Carnegie Extensive which provides market data for Doctoral-Granting Research Institutions shows an average salary for Assistant Football Coaches at \$159,483 and an 80th percentile of \$221,214. Even with an increase to \$120,000, Mr. Bell's salary will still trail the CUPA average. Our coaching staff is constantly approached by other universities. Paying salaries more in line with market rates will facilitate the retention of our coaching staff, which is important to maintaining continuity for our student-athletes and our football program, which continues in its rebuilding process. Finally, increasing the salary for this position will make it more competiive should the department need to recruit for this position in the future.	40,000	50.00	80000.00	87,920	120,000	4/1/2013
2	Athletics	Randy Jordan	Athletics - Football	Assistant Coach	Labor Market Adjustment	This increase request is to adjust the salary to be more in line with the current market for assistant football coaches. CUPA Carnegie Extensive which provides market data for Doctoral-Granting Research Institutions shows an average salary for Assistant Football Coaches at \$159,483 and an 80th percentile of \$221,214.. In addition, Mr. Jordan is being heavily recruited by several football programs at other universities. It is critical that we pay him a more cometitive salary. Paying salaries that are in line with the market will facilitate retention of our coaching staff, which is important to maintaining continuity for our student-athletes and our football program, which continues in its rebuilding process. Finally, increasing the salary for this position will make it more competitive should the department need to recruit for this position in the future.	30,000	16.22	185000.00	203,315	215,000	4/1/2013
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The University of North Carolina at Chapel Hill
EXECUTIVE SUMMARY (EPA Non-Faculty)
Board of Trustees
Meeting Date - 02/28/2013 (Mail Ballot)

No.	College/Division	Name	Department/School	Rank	Reason		Total Monetary Value of Non-Salary Compensation	Duration of Non- Salary Compensation	Effective Date	End Date		
Non-Salary Compensation Actions												
1	Athletics	Keith Gilmore	Athletics - Football	Assistant Coach	Temporary Housing	Temporary housing to be offered as part of the recruitment package. Mr. Gilmore will be relocating from Urbana, Illinois.	\$8,000	3 months	2/1/2013	4/30/2013		
2	Athletics	Ronald West	Athletics - Football	Assistant Coach	Temporary Housing	Temporary housing to be offered as part of the recruitment package. Mr. West is will be relocating from Tempe, Arizona.	\$8,000	3 months	2/1/2013	4/30/2013		

Information Items												
1	None											

The University of North Carolina at Chapel Hill
REQUEST FOR APPROVAL OF NON-SALARY COMPENSATION
(Faculty/EPA Non-Faculty Employee)

Date of Request: **02/06/2013**

Requesting Unit/Department: **Athletics-Director's Office**

Contact Person/Telephone Number
for Additional Information

Name **Joyce Dalgleish**

Telephone **919-962-7850**

Employee Name: **Ronald West**

☒ EPA Non-Faculty
☐ Faculty

Title: **Assistant Football Coach**

Unit/Dept Name: **Athletics-Football Office**

School: **Athletics**

Is this request related to:

☒ New Hire
☐ Existing Employee (PID# _____)

Supervisor's Name: **H. L. Fedora**

Title: **Head Football Coach**

Description of Non-Salary Compensation:

Temporary Housing

Brief Explanation of Purpose (*e.g., recruitment, retention, work-related need*):

Part of recruitment package

Duration of Non-Salary Compensation: **3 months**

Total Monetary Value of Proposed Non-Salary Compensation **\$8,000**

APPROVALS

Requesting Official Signature

Name **Lawrence R. Cunningham**



Title **Director of Athletics**

2nd Level Manager
Signature

N/A

Date: **02/06/2013**

VC/Exec VC Office

Date: _____

Chancellor's Office

Date: _____

Board of Trustees
Action

☐ Approved

Date: _____

☐ Denied

The University of North Carolina at Chapel Hill
REQUEST FOR APPROVAL OF NON-SALARY COMPENSATION
(Faculty/EPA Non-Faculty Employee)

Date of Request: **02/06/2013**

Requesting Unit/Department: **Athletics-Director's Office**

Contact Person/Telephone Number
for Additional Information

Name **Joyce Dalgleish**

Telephone **919-962-7850**

Employee Name: **Ronald West**

☒ EPA Non-Faculty
☐ Faculty

Title: **Assistant Football Coach**

Unit/Dept Name: **Athletics-Football Office**

School: **Athletics**

Is this request related to:

☒ New Hire
☐ Existing Employee (PID# _____)

Supervisor's Name: **H. L. Fedora**

Title: **Head Football Coach**

Description of Non-Salary Compensation:

Temporary Housing

Brief Explanation of Purpose (*e.g., recruitment, retention, work-related need*):

Part of recruitment package

Duration of Non-Salary Compensation: **3 months**

Total Monetary Value of Proposed Non-Salary Compensation **\$8,000**

APPROVALS

Requesting Official Signature

Name **Lawrence R. Cunningham**



Title **Director of Athletics**

2nd Level Manager
Signature

N/A

Date: **02/06/2013**

VC/Exec VC Office

Date: _____

Chancellor's Office

Date: _____

Board of Trustees
Action

☐ Approved

Date: _____

☐ Denied

EXECUTIVE SUMMARY

Board of Trustees

December 20, 2012

No.	College/Division	Name	Department/School	Rank	Description
-----	------------------	------	-------------------	------	-------------

For Information					
-----------------	--	--	--	--	--

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

ATTACHMENT D

WITHDRAWAL FROM QUASI-ENDOWMENT FOR THE BENEFIT OF THE CYSTIC FIBROSIS RESEARCH CENTER

In 2004, the Cystic Fibrosis Research Center (the "Center") established a quasi-endowment fund using proceeds from invention royalties the Center received pursuant to the University's Patent Policy. The current market value of the fund as of December 31, 2012 is \$695,501.61. The Center wishes to withdraw \$300,000 from principal for use in connection with expenses related to research. The Board of Trustees of the Endowment Fund approved this withdrawal by mail ballot on February 25, 2013. Regulations adopted by the Board of Governors require that the Trustees approve any transfer of Endowment principal or income to the useful possession of the institution.

RECOMMENDED ACTION

A motion to approve the withdrawal described above.



THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
Office of the Chancellor

INTERNAL AUDIT CHARTER

Introduction

Internal auditing is an independent and objective assurance and consulting activity that is guided by a philosophy of adding value to improve the operations of the University of North Carolina at Chapel Hill (University). Internal auditing assists the University in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the organization's risk management, control, and governance processes.

Professionalism

The Internal Audit Department (Department) will govern itself by adherence to The Institute of Internal Auditors' mandatory guidance including the Definition of Internal Auditing, the Code of Ethics, and the *International Standards for the Professional Practice of Internal Auditing (Standards)*. This mandatory guidance constitutes principles of the fundamental requirements for the professional practice of internal auditing and for evaluating the effectiveness of the internal audit activity's performance.

The Institute of Internal Auditors' Practice Advisories, Practice Guides, and Position Papers will also be adhered to as applicable to guide operations. In addition, the Department will adhere to the University's relevant policies and procedures and the Department's *Policies and Procedures Manual*.

Organization

The Director of Internal Audit reports functionally to the Chairperson of the Budget, Finance, and Committee (BFAC) of the University's Board of Trustees (Board) and administratively (i.e. day to day operations) to the Chancellor of the University.

The BFAC will approve all decisions regarding the appointment or removal of the Director of Internal Audit. The Director of Internal Audit will communicate and interact directly with the Board including in executive sessions and between Board meetings as appropriate.

Authority

The Department, with strict accountability for confidentiality and safeguarding records and information, is authorized full, free, and unrestricted access to any and all University records, physical properties, and personnel pertinent to carrying out any audit project. All University employees are requested to assist the Department's staff in conducting audit projects. The internal audit activity will also have free and unrestricted access to the Board.

Independence and Objectivity

The Department will remain free from interference regarding audit selection, scope, procedures, frequency, timing, or report content. In addition, Department staff will maintain an independent and objective mental attitude in all audit-related matters.

Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair an internal auditor's judgment.



THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
Office of the Chancellor

INTERNAL AUDIT CHARTER

Internal auditors must exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being reviewed. Internal auditors must make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interests or by others in forming judgments.

The Director of Internal Audit will confirm to the Board, at least annually, the organizational independence of the internal audit activity.

Responsibility

The scope of internal auditing encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the organization's governance, risk management, and internal process as well as the quality of performance in carrying out assigned responsibilities to achieve the organization's stated goals and objectives. These responsibilities include:

- Evaluating the reliability and integrity of information and the means used to identify, measure, classify, and report such information;
- Evaluating the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations which could have a significant impact on the organization;
- Evaluating the means of safeguarding assets and, as appropriate, verifying the existence of such assets;
- Evaluating the effectiveness and efficiency with which resources are employed;
- Evaluating operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned;
- Monitoring and evaluating governance processes;
- Monitoring and evaluating the effectiveness of the organization's risk management processes;
- Performing consulting and advisory services related to governance, risk management and control as appropriate for the organization;
- Reporting periodically on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan;
- Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by the Board; and
- Evaluating specific operations at the request of the Board or management, as appropriate.

Internal Audit Plan

At least annually, the Director of Internal Audit will submit an internal audit work plan to the BFAC for review and approval. When necessary, the Director of Internal Audit will communicate the impact of resource limitations and significant interim changes to senior management and the BFAC.



THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
Office of the Chancellor

INTERNAL AUDIT CHARTER

The internal audit plan will be developed based on a prioritization of the audit universe using a risk-based methodology, including input of senior management and the board. Any significant deviation from the approved internal audit plan will be communicated to senior management and the BFAC through periodic activity reports.

Reporting and Monitoring

The Director of Internal Audit or a designee will prepare a written report following the conclusion of each internal audit project other than small consulting projects. Audit reports and close-out letters will be distributed to appropriate members of University management, all members of the Board, UNC General Administration, and the Council of Internal Auditing.

Internal audit reports will typically include management's response regarding corrective action taken or to be taken in regard to the specific findings. Management's response should include a timetable for anticipated completion of planned corrective action and an explanation for any findings that will not be corrected. If management elects not to correct a finding, its response should include a statement accepting the risk from choosing not to address a reported condition.

The Internal Audit Department will be responsible for appropriate follow-up on audit findings. All reported findings will remain in an open issues file until cleared.

Periodic Assessment

The Director of Internal Audit will periodically report to senior management and the Board on the internal audit activity's purpose, authority, and responsibility, as well as performance relative to its work plan. Reporting will also include significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by senior management and the Board.

In addition, the Director of Internal Audit will communicate to senior management and the Board on the internal audit activity's quality assurance and improvement program, including results of ongoing internal assessments and external assessments conducted at least every five years.

Approved this _____ day of _____, _____.

Director of Internal Audit

Chancellor

Chairman of the Budget, Finance, and Audit Committee of the Board of Trustees



THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
Office of the Chancellor

INTERNAL AUDIT CHARTER

Purpose

Internal Audit conducts reviews of University operations and reports the results of these reviews to management. The mission of the Internal Audit Department is to assist management by providing objective analyses and recommendations to improve University operations. All Internal Audit projects will be conducted in keeping with the International Standards for the Professional Practice of Internal Auditing issued by The Institute of Internal Auditors.

Authority

Internal Audit reports functionally to the Chancellor of the University and the Chairman of the Audit and Finance Committee of the University's Board of Trustees. The Director of Internal Audit has an informational reporting relationship to the Vice Chancellor for Finance and Administration because of the value that frequent communications between these two individuals provides to the University. These reporting relationships promote independence and assure adequate consideration of audit findings and recommendations.

Internal Audit will be free from undue influence in selecting activities to be examined and the audit techniques and procedures to be used. To the extent permitted by law, Internal Audit will have unrestricted access to all sources of information, property, and personnel relevant to an area under review. Internal Audit will make special efforts to protect the confidentiality of information covered in a review and, to the extent possible, accommodate an area's daily operations in scheduling and conducting reviews.

Objectivity and independence are crucial to the duties of Internal Audit. Either may be compromised if auditors participate directly in preparing records or designing systems and operations. Therefore, the Internal Audit staff will serve only in an advisory capacity regarding these matters.

Responsibility

The major responsibilities of the Internal Audit Department include:

- Assessing financial and operational processes to determine if these will produce reliable information and ensure that resources are used in keeping with the University's mission and relevant regulations and policies;
- Working in partnership with management to ensure that policies and processes are effective and efficient; and,
- Serving as a resource to the University community in identifying the need for and characteristics of adequate systems of control.




THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
Office of the Chancellor

INTERNAL AUDIT CHARTER – PAGE 2

Internal Audit will discuss the results of each project with staff in the area being reviewed. These meetings help ensure that findings and recommendations are valid and understood. When appropriate, these issues will be presented in a written report after a project is complete. Management will have an opportunity to respond in writing to reports; their comments will be included in the final version of the report. Written reports will be addressed to the Chancellor with copies provided to management of the area audited, members of the Board of Trustees, and other appropriate university officials. Redacted copies will also be sent to the Council of Internal Audit and General Administration.

Date: 9/22/2010


Holden Thorp
Chancellor


Phyllis C. Petree
Director of Internal Audit


Sallie Shuping-Russell
Chair, Audit & Finance Committee

ATTACHMENT F

DESIGN APPROVAL– SOUTH ROAD PEDESTRIAN BRIDGE AT BELL TOWER DRIVE

The South Road Pedestrian Bridge at Bell Tower Drive will serve to link the Physical Sciences buildings north of South Road to the new Genome Sciences Building, Bell Tower Central Park and Parking Deck, and the Health Affairs campus to the south. The bridge will improve the pedestrian and vehicular circulation at the Bell Tower Drive and South Road intersection and minimize traffic congestion. The design of the bridge will preserve the views of the Bell Tower from South Road and adjacent areas.

In 2007, this project was deferred until full funding became available to construct the bridge.

The project budget is \$9.5 M and will be funded by University Funds.

In November of 2006, the Board of Trustees reviewed the pedestrian bridge as part of the Genome Sciences Building project. In May of 2007, the Board reviewed the project for design approval. As requested by the Board, additional information regarding safety issues and the number of pedestrians that will potentially use the bridge will be presented.

The design has been reviewed by the Design Review Committee.

The Chancellor's Buildings and Grounds Committee approved the design at its November 2006 meeting. Modifications to the bridge design were presented at the Chancellor's Buildings and Grounds Committee at its May 2007 meeting.

RECOMMENDED ACTION

A motion to approve the design.

ATTACHMENT G

DESIGNER SELECTION– VIVARIUM EQUIPMENT REPLACEMENT

This project will replace the aging equipment used for the care of animals in the various facilities operated by the Division of Laboratory Animal Medicine. The project budget is \$4.8M and will be funded by Division of Laboratory Animal Medicine receipts.

This project was advertised on December 21, 2012. Six (6) proposals were received. Three (3) firms were interviewed on February 11, 2013. Members of the Board of Trustees did not participate in the interviews.

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

- | | |
|------------------------|-----------------|
| 1. Wagner Architecture | New Hill, NC |
| 2. Perkins + Will | Morrisville, NC |
| 3. BHDP Architecture | Durham, NC |

The firms were selected for the past performance on similar projects, in depth knowledge regarding animal facilities, proposed design approach, and their team structure.

RECOMMENDED ACTION

A motion to approve the three firms in the above priority order.

ATTACHMENT H

CONSTRUCTION MANAGER AT RISK SELECTION – ODUM VILLAGE REPLACEMENT

This project will replace the existing Odum Village housing units with 500 new beds that will either be suites or efficiency style apartment units. Various on-campus sites will be considered as part of the advance planning effort.

The project budget is \$25M and will be funded by Student Life and Residential Education.

This project was advertised on January 9, 2013. Twelve (12) proposals were received. Five (5) firms were interviewed on February 22, 2013. Members of the Board of Trustees did not participate in the interviews.

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

- | | |
|--|---------------|
| 1. Clancy Theys + RJ Leeper, Joint Venture | Raleigh, NC |
| 2. HJ Russell + Woodline Solutions | Durham, NC |
| 3. Balfour Beatty + Daniele Company | Charlotte, NC |

The firms were selected for their strong team, their understanding of the project and their experience in all the project areas.

RECOMMENDED ACTION

A motion to approve the three firms in the above priority order.

ATTACHMENT I

PROPERTY DISPOSITION BY GROUND LEASE TO THE KENAN-FLAGLER BUSINESS SCHOOL FOUNDATION, INC.

This request is for approval to authorize a ground lease to the Kenan-Flagler Business School Foundation (Foundation) for the renovation of portions of the Kenan Center and McColl Buildings, both of which are currently utilized by Kenan - Flagler Business School. This lease will expedite facility improvements to both buildings by converting several underutilized common spaces into faculty office spaces. The project, to be completed Fall 2013, is estimated to cost \$250,000, and will be funded entirely by the Foundation.

The following steps describe the process of construction:

- The site is leased by the State of North Carolina on behalf of the University to the Foundation for a term lasting through the construction period but no later than the date the University accepts the completed improvements.
- The Foundation contracts for the design and construction of the project according to the plans and specifications approved by the Foundation and the University.
- The Foundation constructs the project using its own resources.
- Upon completion of the construction of the project in accordance with the plans and specifications, the Foundation conveys by way of a gift the improvements to the University.

RECOMMENDED ACTION

A motion to recommend approval of a ground lease to the Kenan - Flagler Business School Foundation for the purpose described above.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

ATTACHMENT J

HOLDEN THORP
Chancellor

103 SOUTH BUILDING
CAMPUS BOX 9100
CHAPEL HILL, NC 27599-9100

T 919.962.1365
F 919.962.1647

March 18, 2013

Members of the Board of Trustees
The University of North Carolina at Chapel Hill

Dear Members of the Board:

I am transmitting to you herewith personnel matters in the following categories:

For Action – Personnel Actions	Appendix A
For Action – Actions Conferring Tenure	Appendix A
For Action – Compensation Actions	Appendix B
For Information	Appendix C

Sincerely,


Holden Thorp

Attachments



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

ATTACHMENT J

HOLDEN THORP
Chancellor

103 SOUTH BUILDING
CAMPUS BOX 9100
CHAPEL HILL, NC 27599-9100

T 919.962.1365
F 919.962.1647

March 18, 2013

Members of the Board of Trustees
The University of North Carolina at Chapel Hill

Dear Members of the Board:

I am transmitting to you herewith personnel matters in the following categories:

For Action – Personnel Actions	Appendix A
For Action – Actions Conferring Tenure	Appendix A
For Action – Compensation Actions	Appendix B
For Information	Appendix C

Sincerely,


Holden Thorp

Attachments

EXECUTIVE SUMMARY

Board of Trustees

March 28, 2013

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Effective Date	Salary
Personnel Actions							
New Appointments without Tenure							
1	Health Affairs	Lauren Turner-Brown	Psychiatry	N/A	Assistant Professor	3/29/2013	\$78,000
2	Health Affairs	Robert Tarran	Cell Biology & Physiology	N/A	Associate Professor	3/29/2013	\$127,500
Addition of Joint Appointment Conferring Tenure Track							
0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Promotion to Full Professor							
1	Academic Affairs	Thomas Campanella	City and Regional Planning	Associate Professor	Professor	7/1/2013	\$87,922
2	Academic Affairs	Erin Carlston	English and Comparative Literature	Associate Professor	Professor	7/1/2013	\$76,948
3	Academic Affairs	Mary Floyd-Wilson	English and Comparative Literature	Associate Professor	Professor	7/1/2013	\$87,859
4	Academic Affairs	Jan Hannig	Statistics and Operations Research	Associate Professor	Professor	7/1/2013	\$96,800
5	Academic Affairs	Jeffrey Hirsch	School of Law	Associate Professor	Professor	7/1/2013	\$134,042
6	Academic Affairs	Deborah Jones	Psychology	Associate Professor	Professor	7/1/2013	\$92,047
7	Academic Affairs	Randall Kenan	English and Comparative Literature	Associate Professor	Professor	7/1/2013	\$105,390
8	Academic Affairs	Holning Lau	School of Law	Associate Professor	Professor	7/1/2013	\$119,368
9	Academic Affairs	Sorin Mitran	Mathematics	Associate Professor	Professor	7/1/2013	\$93,250
10	Academic Affairs	Richard Myers	School of Law	Associate Professor	Professor	7/1/2013	\$134,346
11	Academic Affairs	Jocelyn Neal	Music	Associate Professor	Professor	7/1/2013	\$84,500
12	Academic Affairs	Ram Neta	Philosophy	Associate Professor	Professor	7/1/2013	\$94,080
13	Academic Affairs	John Papanikolas	Chemistry	Associate Professor	Professor	7/1/2013	\$86,500
14	Academic Affairs	Richard Rimanyi	Mathematics	Associate Professor	Professor	7/1/2013	\$94,085
15	Academic Affairs	Clara Scarry	Anthropology	Associate Professor	Professor	7/1/2013	\$89,559
16	Academic Affairs	Monika Truemper	Classics	Associate Professor	Professor	7/1/2013	\$45,431
Reappointments to the same Rank							
1	Academic Affairs	Daren Brabham	Journalism and Mass Communications	Assistant Professor	Assistant Professor	7/1/2014	\$71,840
2	Academic Affairs	Maria Leonora Comello	Journalism and Mass Communications	Assistant Professor	Assistant Professor	7/1/2014	\$71,816
3	Academic Affairs	Catherine Kim	School of Law	Assistant Professor	Assistant Professor	7/1/2014	\$115,826
4	Health Affairs	Michael Major	Cell Biology & Physiology	Assistant Professor	Assistant Professor	4/1/2014	\$126,000
5	Health Affairs	Maureen Su	Pediatrics (primary) Microbiology & Immunology (joint)	Assistant Professor Assistant Professor	Assistant Professor Assistant Professor	4/1/2014 4/1/2014	\$126,000
Designation/Reappointments to Departmental Chair							
1	Academic Affairs	Victoria Bautch	Biology	Professor	Professor & Chair	7/1/2013	\$128,517
2	Academic Affairs	Jonathan Lees	Geological Sciences	Professor	Professor & Chair	7/1/2013	\$113,090

EXECUTIVE SUMMARY

Board of Trustees

March 28, 2013

No.	College/Division	Name	Dept./School	Current Rank	New Rank	Effective Date	Salary
Designation/Reappointments to Distinguished Professorship							
1	Health Affairs	Leigh Callahan	Medicine	Mary Ling Briggs Distinguished Term Professorship	Mary Ling Briggs Distinguished Term Professorship	4/1/2013	\$160,489
Actions Conferring Tenure							
Promotion Conferring Tenure							
1	Academic Affairs	Emily Baragwanath	Classics	Assistant Professor	Associate Professor	7/1/2013	\$65,921
2	Academic Affairs	Todd Bendor	City and Regional Planning	Assistant Professor	Associate Professor	7/1/2013	\$72,012
3	Academic Affairs	Neal Caren	Sociology	Assistant Professor	Associate Professor	7/1/2013	\$77,000
4	Academic Affairs	Janet Chambers	Dramatic Art	Assistant Professor	Associate Professor	7/1/2013	\$62,500
5	Academic Affairs	Paul Cuadros	Journalism and Mass Communications	Assistant Professor	Associate Professor	7/1/2013	\$71,771
6	Academic Affairs	Rebecka Fisher	English and Comparative Literature	Assistant Professor	Associate Professor	7/1/2013	\$77,487
7	Academic Affairs	Dana Griffin	School of Education	Assistant Professor	Associate Professor	7/1/2013	\$71,819
8	Health Affairs	Jill Hamilton	Nursing	Assistant Professor	Associate Professor	7/1/2013	\$76,583
9	Academic Affairs	Tyson Hedrick	Biology	Assistant Professor	Associate Professor	7/1/2013	\$75,500
10	Academic Affairs	Heidi Hennink-Kaminski	Journalism and Mass Communications	Assistant Professor	Associate Professor	7/1/2013	\$72,268
11	Academic Affairs	Sheila Kannappan	Physics and Astronomy	Assistant Professor	Associate Professor	7/1/2013	\$80,000
12	Academic Affairs	Douglas Lauen	Public Policy	Assistant Professor	Associate Professor	7/1/2013	\$82,142
13	Academic Affairs	Andrew Moran	Chemistry	Assistant Professor	Associate Professor	7/1/2013	\$71,000
14	Academic Affairs	Saule Omarova	School of Law	Assistant Professor	Associate Professor	7/1/2013	\$117,344
15	Academic Affairs	Klara Peter	Economics	Assistant Professor	Associate Professor	7/1/2013	\$134,000
16	Academic Affairs	Ryan Thornburg	Journalism and Mass Communications	Assistant Professor	Associate Professor	7/1/2013	\$71,850
17	Academic Affairs	Mark Weidemaier	School of Law	Assistant Professor	Associate Professor	7/1/2013	\$117,344
New Appointments Conferring Tenure							
1	Academic Affairs	Rahsaan Maxwell	Political Science	N/A	Associate Professor	7/1/2013	\$120,000
Addition of Joint Appointment Conferring Tenure							
0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
* 44 Total							
Corrections							
0							

The University of North Carolina at Chapel Hill
EXECUTIVE SUMMARY
Board of Trustees
January 24, 2013

Appendix B

No.	College/Division	Name	Department/School	Rank	Reason	Requested Increase Amount	Percent of Increase	Current Salary	New Salary	Effective Date
Compensation Actions						<small>* Available funding for each action has been confirmed by the appropriate Department and School/Division management officials to support the proposed salary increase. Upon implementation, specific funding sources are reviewed and approved at the Department level, as well as by the applicable University Central financial offices, including the University Budget Office and the Office of Sponsored Research for grant-funded salaries.</small>				
1	Health Affairs	Mary Ruth McClurg	Pharmacy	Associate Professor	Increase in job duties or responsibilities	\$17,691	16.37%	\$115,731	\$125,731	4/13/2013
2	Health Affairs	Melissa Troester	Epidemiology	Associate Professor	Retention	\$35,395	37.41%	\$114,136	\$130,000	4/13/2013
3	Health Affairs	Dingang Shen	Radiology	Professor	Retention	\$48,515	35.29%	\$148,485	\$186,000	4/13/2013
4	Health Affairs	Ilene Speizer	Maternal and Child Health	Research Professor	Promotion and Reallocation to a higher-level class	\$44,537	42.63%	\$107,597	\$149,000	4/13/2013

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

ATTACHMENT K

Summary of EPA Non-Faculty Compensation Requests

Name	Department/School	Rank/Title	June 30 Salary	Current Salary	Proposed Salary	Requested Increase \$\$	Requested Increase %	Effective Date	Reason	Justification
Brody, Matthew S.	Human Resources (2228)	Associate Vice Chancellor	151480.00	153,298	178,298	25,000	16.50	4/12/2013	Additional Duties	In October 2009, with the onset of the PeopleSoft ERP project, Mr. Brody was assigned temporary additional duties to directly supervise the SPA Classification & Compensation and Employment & Staffing Departments. This includes the addition of two new direct reports presently at the Senior Director level. This was in addition to his then standing responsibilities which included serving as principal deputy to the VC for HR, supervising the EPA Non-Faculty human resources personnel program, and serving in a key functional oversight role for the HR/Payroll portion of the PeopleSoft ERP project. The additional duties were initially intended to be a temporary assignment but have since been made a permanent part of Mr. Brody's position. Accordingly, the temporary salary adjustment of \$25,000 is being removed and is proposed to be made part of the employee's permanent base salary. This action results in no net change in Mr. Brody's total salary.
Bynum, Noel L.	UNC Global (3130)	Interl Student & Scholar Advisor	33860.00	37,500	41,000	7,140	21.09	3/28/2013	Labor Market Adjustment	The Office for International Student and Scholar Services has experience failed recruitments due to salary. Qualified and experienced candidates have withdrawn from consideration or declined an offer of employment even at the maximum of the range. To secure the level of knowledge, experience and professionalism needed for these positions, the salaries must be more competitive. The failed searches prompted us to work with the Office of Human Resources to conduct a salary study of these positions. Labor market salary data shows that salaries for the incumbents in ISSS are, on average, lower than those of our peer institutions, sister universities and other doctoral-granting research institutions. The average minimum salary for advisor positions in ISSS at UNCCH is \$35,817. Carnegie Extensive shows an 80th percentile of 46,824 and the 80th percentile for Peer Institutions is \$49,571. Even with the increase to \$41000, the salary will still trail similar positions.
Chung, Mee Kyung	Chemistry (3265)	Research Associate	53456.00	54,097	63,232	9,776	18.29	6/1/2013	H1-B Visa Prevailing Wage	The salary increase is being requested due to Prevailing Wage Determination by Department of Labor
Couch, Stephen P.	School of Public Health (4601)	Associate Director of Development	76500.00	84,074	92,400	15,900	20.78	4/12/2013	Additional Duties	Mr. Couch has assumed permanent additional duties as the Campaign Director for the School of Public Health. In this capacity, he will lead the planning and implementation of the 75th Anniversary Campaign as well as additional campaigns. In addition to increasing the salary for assuming new duties, the department would also like to address an equity issue within the Office of External Affairs. At his current salary, Mr. Couch is paid well below that of the other development officers within the department. Salary for other development officers are as follows: 87,514.00, 96,592.00 and 106,434.00.

The University of North Carolina at Chapel Hill

Name	Department/School	Rank/Title	June 30 Salary	Current Salary	Proposed Salary	Requested Increase \$\$	Requested Increase %	Effective Date	Reason	Justification
Dean, Stephanie J.	Hunt Institute (3132)	Director of Research and Evaluation	75000.00	78,134	87,000	12,000	16.00	4/12/2013	Additional Duties	With creation of the Hunt Institute policy analyst positions and the projected growth and expansion of Hunt Institute activities, the Director of Policy and Research responsibilities have been modified to better reflect the organization's strategic priorities. The primary shift in this role includes a significantly more prominent and external facing role in leading, conducting and sharing research and analysis on key education issue areas. Responsibilities now include: Leading the development of the Hunt Institute's long and short term research and content development agenda. Writing and delivering policy-relevant content designed to support state policy leaders focused on education related issues. Identifying intersecting education issues and ensuring strategic alignment with organizational priorities, initiatives and objectives. Leading analysis of current state and national education reform-focused programs and initiatives and advising senior staff and partners on current practices and the progress of specific issue-based reforms. Support the development of curriculum modules, instructional materials, and evaluation materials for Hunt Institute's comprehensive educational programs designed for state leaders. Providing strategic guidance and research and content development goals for a team of three policy analysts, two interns, and any additional, temporary research staff. Additionally, this salary increase reflects an organizational commitment to ensuring pay equity between peers within the organization with similar levels of responsibility.
Dole, Nancy L.	Carolina Pop Center (4910)	Deputy Director	126000.00	129,780	142,758	16,758	13.30	4/12/2013	Additional Duties	Nancy Dole, has taken on the responsibilities of overseeing two new programs of the Carolina Population Center--the Carolina Demography program and the Ecuador Project. Carolina Demography offers, on a cost recovery basis, demographic and spatial analysis services to state and local agencies and other public and private entities in North Carolina. The Ecuador Project involves working in partnership with the government of Ecuador on a series of initiatives to train population researchers from that country and to collaborate on research projects of mutual interest. Dr. Dole is identifying and resolving the challenges of these two initiatives from inception to full operation.
Edmunds, Douglas B.	School of Law (3601)	Assistant Dean for Information Technology	81500.00	89,600	100,200	18,700	22.94	4/12/2013	Retention	Employee was a finalist for an external recruitment at Georgetown University Law Center. In order to retain employee at Carolina Law, department has offered to increase his salary to the minimum salary of the newly established EPA Non-Faculty band for SAAO Tier II positions (\$100,200). The total increase amount will be \$13,722, \$3,122 of which was effective on February 1, 2013. We formally request the remaining the additional increase of \$10,600 be made effective April 12, 2013.
Hughes, Jean C.	UNC Global (3130)	Assoc Dir: Int'l Student & Scholar Serv	53511.00	58,856	61,000	7,489	14.00	3/28/2013	Labor Market Adjustment	The Office for International Student and Scholar Services has experience failed recruitments due to salary. Qualified and experienced candidates have withdrawn from consideration or declined an offer of employment even at the maximum of the range. To secure the level of knowledge, experience and professionalism needed for these positions, the salaries must be more competitive. The failed searches prompted us to work with the Office of Human Resources to conduct a salary study of these positions. Labor market salary data shows that salaries for the incumbents in ISSS are, on average, lower than those of our peer institutions, sister universities and other doctoral-granting research institutions. The average minimum salary for advisor positions in ISSS at UNCCH is \$35,817. Carnegie Extensive shows an 80th percentile of 46,824 and the 80th percentile for Peer Institutions is \$49,571. Ms. Hughes manages the ISSS office operations including supervision of Assistant Directors and is the HR Facilitator the office. She is the liaison with US Government agencies such as the Department of Homeland Security, USCIS, Department of State, and Dept. of Labor.

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Name	Department/School	Rank/Title	June 30 Salary	Current Salary	Proposed Salary	Requested Increase \$\$	Requested Increase %	Effective Date	Reason	Justification
Mills, Amanda A.	UNC Global (3130)	Asst Dir for Student & Support Services	38324.00	43,844	54,000	15,676	40.90	4/12/2013	Labor Market Adjustment	The Office for International Student and Scholar Services has experience failed recruitments due to salary. Qualified and experienced candidates have withdrawn from consideration or declined an offer of employment even at the maximum of the range. To secure the level of knowledge, experience and professionalism needed for these positions, the salaries must be more competitive. The failed searches prompted us to work with the Office of Human Resources to conduct a salary study of these positions. Labor market salary data shows that salaries for the incumbents in ISSS are, on average, lower than those of our peer institutions, sister universities and other doctoral-granting research institutions. The average minimum salary for advisor positions in ISSS at UNCCH is \$35,817. Carnegie Extensive shows an 80th percentile of 46,824 and the 80th percentile for Peer Institutions is \$49,571. Ms. Mills manages reporting and compliance for the F-1 student visa program. She supervises and manages services for a population of nearly 3000 international students, faculty and scholars.
Remer, Casey Wyant	Hunt Institute (3132)	Program Coordinator	47500.00	49,809	57,750	10,250	21.58	4/12/2013	Salary Equity	In recent months, The Hunt Institute has reclassified it's Program Coordinator roles to more accurately reflect the level of performance expected from individuals that are members of its Research and Policy Team. Ms. Remer, formally classified as a Program Coordinator, has been reclassified as a Policy Analyst and, with the hire of a new Policy Analyst, Mr. Harry Harris, we propose to increase Ms. Remer's salary to ensure pay equity among analysts. Mr. Harris's current salary is \$57750.
Rosenberg, Jane E.	UNC Global (3130)	Assistant Director for Student Services	48802.00	49,876	56,000	7,198	14.75	3/28/2013	Labor Market Adjustment	The Office for International Student and Scholar Services has experience failed recruitments due to salary. Qualified and experienced candidates have withdrawn from consideration or declined an offer of employment even at the maximum of the range. To secure the level of knowledge, experience and professionalism needed for these positions, the salaries must be more competitive. The failed searches prompted us to work with the Office of Human Resources to conduct a salary study of these positions. Labor market salary data shows that salaries for the incumbents in ISSS are, on average, lower than those of our peer institutions, sister universities and other doctoral-granting research institutions. The average minimum salary for advisor positions in ISSS at UNCCH is \$35,817. Carnegie Extensive shows an 80th percentile of 46,824 and the 80th percentile for Peer Institutions is \$49,571. Ms. Rosenberg manages the J-1 scholar area of the Exchange Visitor Program, currently serving 738 scholars throughout the University.
Weingarden, Ronit	UNC Global (3130)	Assistant Director Faculty & Research Support Services	43389.00	44,344	56,000	12,611	29.06	4/12/2013	Labor Market Adjustment	The Office for International Student and Scholar Services has experience failed recruitments due to salary. Qualified and experienced candidates have withdrawn from consideration or declined an offer of employment even at the maximum of the range. To secure the level of knowledge, experience and professionalism needed for these positions, the salaries must be more competitive. The failed searches prompted us to work with the Office of Human Resources to conduct a salary study of these positions. Labor market salary data shows that salaries for the incumbents in ISSS are, on average, lower than those of our peer institutions, sister universities and other doctoral-granting research institutions. The average minimum salary for advisor positions in ISSS at UNCCH is \$35,817. Carnegie Extensive shows an 80th percentile of 46,824 and the 80th percentile for Peer Institutions is \$49,571. As Assistant Director for International Faculty and Staff, Ms. Weingarden serves as a University-wide resource for employment-based immigration. She oversees the filing of petitions and applications with USCIS and US Department of Labor on behalf of the University. She also oversees the filing of non-immigrant H-1B, O-1, E-3 and TN petitions.

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Name	Department/School	Rank/Title	June 30 Salary	Current Salary	Proposed Salary	Requested Increase \$\$	Requested Increase %	Effective Date	Reason	Justification
Demster, Debbie	Infectious Disease/School of Medicine	Laboratory Director	50000.00	53,000	75,000	25,000	50.00	4/12/2013	Additional Duties	Our request for a salary increase for Deborah Demster is based on increase of duties. Initially, Ms. Dembster served as Laboratory Supervisory responsible for organizing and directory workflow, setting work standards, quality control and supervision. Ms. Demster now leads the UNC Project Laboratory based in Lilongwe, Malawi, Africa and serves as CTU coordinator and supervisor of the IRB. The UNC Project Laboratory provides high quality diagnostic and basic research support services to HPTN, MTN, ACTG, IMPAACT, and CHAVI network-sponsored HIV prevention and treatment trials, GSK/MVI sponsored malaria vaccine trials, investigator-led studies from US and international academic institutions, and the Malawi Ministry of Health. It's Core and 5 satellite laboratories offer hematology, chemistry, immunophenotyping, microbiology, parasitology, pathology, and molecular diagnostic services. She has moved from managing a small staff to managing a staff of over 32 technical and support employees and an annual operating and development budget of approximately \$900,000. We believe that even an increase to \$75,000 does not adequately compensate Ms. Demster for the additional reponsibilities that she has assumed. Unfortunately, this is the most that budget permits at this time.

Summary of EPA Non-Faculty Non-Salary Requests

None

EXECUTIVE SUMMARY

Board of Trustees

December 20, 2012

No. College/Division Name Department/School Rank Description

For Information

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