

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

The Board of Trustees met in regular session on Wednesday, July 25, 2007, at The Carolina Inn, Chancellor Ballroom West, at 5:08 p.m. Chair Schwab presided.

The Buildings and Grounds Committee met as a Committee of the Whole.

OATH OF OFFICE

The Honorable Willis P. Whichard, Former Associate Justice of the North Carolina Supreme Court, administered the Oath of Office to new and reappointed members of the Board:

New members:

Phillip L. Clay
J. Alston Gardner
Sallie Shuping Russell

Reappointed members:

John G. B. Ellison, Jr.
Roger L. Perry, Sr.
Robert W. Winston

ROLL CALL

Assistant Secretary Brenda Kirby called the roll and the following members were present:

Nelson Schwab III, Chair	J. Alston Gardner
Russell M. Carter, Secretary	Barbara R. Hyde
Eve M. Carson	Karol V. Mason
Phillip L. Clay	Roger L. Perry, Sr.
John G. B. Ellison, Jr.	Sallie Shuping Russell
Paul Fulton	Robert W. Winston

A. Donald Stallings was absent.

Chair Schwab opened the meeting by reading 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.”

BUILDINGS AND GROUNDS COMMITTEE

Bruce Runberg, Associate Vice Chancellor for Facilities Planning and Construction, and Anna Wu, Director of Facilities Planning, presented the following action items to the committee:

- Site Approval- Innovation Center. The Board of Trustees previously approved a site for the 80,000 SF Innovation Center on the south side of Estes Drive Extension and east of the intersection of Estes Drive Extension and Seawell School Road. Since then the University and the project developer have considered an alternative site on the northeast corner of Municipal Drive and Martin Luther King, Jr. Boulevard. The developer would

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like the option to consider this site which is more central to the Carolina North development.

Mr. Perry moved approval of the optional site for the Innovation Center. Mr. Schwab seconded the motion and it carried.

(ATTACHMENT A)

A copy of the PowerPoint presentation is located at: www.unc.edu/depts/trustees/ and is also filed in the Office of the Assistant Secretary.

- Design Approval- Dental Sciences Pedestrian Bridge. In November 2006, the Board of Trustees reviewed the pedestrian bridge on Manning Drive proposed as part of the Dental Science Building. The bridge will cross Manning Drive between Dental Sciences Building and Thurston Bowles. This pedestrian bridge will address pedestrian safety issues at this busy intersection and improve access between the Health Affairs academic and research campuses.

Mr. Perry suggested that the architect come back with ideas of ornamentation for the bridge. With that suggestion, Mr. Perry moved approval of the pedestrian bridge. Mr. Ellison seconded the motion and it carried.

(ATTACHMENT B)

A copy of the PowerPoint presentation is located at: www.unc.edu/depts/trustees/ and is also filed in the Office of the Assistant Secretary.

- Disposition by Severance- This project plans to remove by demolition the Student Athlete Development Center (18,884 GSF), Kenan Field House (33,432 GSF) and Kenan Stadium Southeast and Southwest Toilet Towers (4,000 GSF each) located on Stadium Drive on the main campus. Demolition of these structures is necessary in order to proceed with planned improvements to the south end of Kenan Stadium which includes a new east end zone and new south boxes.

Mr. Perry moved approval of the disposition by severance. The motion was duly seconded and it carried.

(ATTACHMENT C)

- Lease Transactions for Innovation Center. Several lease transactions in connection with the construction of the Innovation Center, an approximately 80,000 SF facility with wet and dry lab space and office space to be leased to emerging technology businesses that are based on research carried out at the University.

The proposed structure includes the following transactions:

- A ground lease of the site from the State of North Carolina to the University of North Carolina at Chapel Hill Foundation, Inc. The proposed term would be 40 years with an option to renew for an additional 10 years. The proposed rental rate would be \$1 per year.
- A ground sublease of the site from the University of North Carolina at Chapel Hill Foundation, Inc. to the private developer who would construct and operate the facility for the same term as the ground lease, however the rental rate may range from \$1 per year to fair market value and will be developed with the guidance of the State Property Office.

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- A lease from the developer to the University of approximately 20,000 SF of office space to house the University's Office of Technology Development and other related University uses for a period of 10 years. Cost of the lease will be developed with the guidance of the State Property Office.

Mr. Winston moved approval of the lease transactions for the Innovation Center. The motion was duly seconded and it carried.

(ATTACHMENT D)

The following items were presented for information only (no formal action was requested at this time).

- Semi-Annual Report on Capital Improvement Projects.

Trustee Carter expressed his concerns about renovations to Hinton James. He felt that many of the renovations would be too costly if an entire overhaul of the building is coming in the next couple of years.

(ATTACHMENT E)

- Semi-Annual Report on Leases.

(ATTACHMENT F)

RECESS

Chair Schwab moved to recess the Board meeting at 5:58 p.m. The motion was duly seconded and carried.

RECONVENE

Chair Schwab reconvened the Board meeting at 8:03 a.m. on Thursday, July 26, 2007, at The Carolina Inn, Chancellor Ballroom East and West.

ROLL CALL

Assistant Secretary Brenda Kirby called the roll. The roll was the same as on Wednesday, July 25.

ELECTION OF OFFICERS

Trustee Hyde presented the slate of officers to the Board. Mr. Schwab moved approval of the following slate of officers for the term July 2007 to July 2008. The motion was dually seconded and it carried.

Roger L. Perry, Sr.- Chair
Karol V. Mason- Vice Chair
Russell M. Carter- Secretary
Brenda W. Kirby- Assistant Secretary

CHAIR SCHWAB'S REMARKS

Chair Schwab began his remarks by welcoming Fred Mills who is representing the Board of Governors. He gave thanks to those he has worked with closely as Chair, including Chancellor Moeser and his staff. He praised the success and value of the New Trustee Orientation, as well as the Chancellor for his leadership and focus on continuous improvement of Carolina. He thanked the other trustees for their support and for teaching him valuable lessons along the way. Chair Schwab emphasized that it is not the job of the Board to run the university but rather their responsibility to create an environment where excellence can thrive. That is to find the balance in challenging the Chancellor and his team

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to do great things, holding him accountable and not meddling. He praised the Board for being most effective at working as a team. He wished Mr. Perry luck in his new role as Chairman.

He then relinquished the chairmanship and gavel to Mr. Perry.

A round of applause was given to Mr. Schwab.

CHAIR PERRY'S REMARKS

Chairman Perry requested Secretary Carter read the following resolution.

**RESOLUTION OF APPRECIATION
FOR
NELSON SCHWAB III**

WHEREAS, Nelson Schwab has served as an extraordinarily effective leader of the Board since 2005, presiding with fairness and demonstrating a quiet, collegial management style;

WHEREAS, Mr. Schwab established priorities to guide the board as it continued to pursue excellence in academic planning, in campus renovation and construction, in fundraising and in service to the state, always keeping in mind our vision of being the leading public university;

WHEREAS, Mr. Schwab presided over improvements in student quality, faculty salaries and retention, and a new curriculum; building a collegial and collaborative relationship between the board, administration, faculty and student body; and ably representing the board in legislative relations and through a presidential transition;

WHEREAS, Mr. Schwab was inclusive, keeping members well informed between meetings; and was studious, thoughtful, even-handed and cheerful, presiding with fairness and making the board a cohesive team, and also added value as a member of the UNC Management Company board;

WHEREAS, Mr. Schwab, a graduate of Carolina and proud parent of two Carolina alumni and one future alumnus, has served the University in many roles and always stood ready to represent the University at official functions; and **WHEREAS**, his dedication to Carolina has been recognized with the General Alumni Association's Distinguished Service Medal;

WHEREAS, Mr. Schwab has served as a member of the Board since 2001, and will continue his service on the Board, pursuing ways to improve educational excellence and the University's commitment to service;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of the University of North Carolina at Chapel Hill, congratulates Nelson on a job well done and expresses its deepest gratitude for his quiet, effective leadership and devoted service to his state and his alma mater.

On motion of Mr. Winston, and dually seconded, the Board unanimously approved adoption of the Resolution of Appreciation and applauded Mr. Schwab.

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Chair Perry continued his remarks by recognizing the Trustees for their service and diligence in putting Carolina first. He praised the Chancellor for his leadership and the team he has put together. He also praised Mr. Schwab for his leadership as Chair and thanked him for his hard work and dedication to serving the Board and the University. Chair Perry went on to thank the legislature for their support, and Trustee Fulton and Matt Kupec for their efforts in the Carolina First Campaign. He encouraged the Trustees to continue preserving and enhancing quality, supporting funding needs, enhancing the tuition-setting process, and advancing Carolina North. Chair Perry concluded his remarks by challenging the Board and University to grow and improve in the following areas:

- Faculty Recruitment and Retention
- Tuition
- Research
- Engagement with the state of North Carolina
- Telling our story better
- Participating and Endorsing UNC Tomorrow, President Bowles' initiative
- Better educating the sons and daughters of North Carolina

CHANCELLOR'S REMARKS

Chancellor Moeser began his remarks by thanking Chair Schwab for his hard work as Chair. He welcomed the three new trustees and then went on to recognize the following people:

- Gregory Gangi, an academic adviser in environmental sciences, has received a certificate of merit from the National Academic Advising Association in the faculty academic advising category.
- Ray Dubose, director of Energy Services, received the 20/20 Vision Award from the International District Energy Association for outstanding leadership and contributions during a key period that included a term as board chairman.
- Coach Mike Fox, head coach of the Tar Heel baseball team, for his team's second consecutive runner-up finish in the College World Series.

Chancellor Moeser continued his remarks by mentioning the following:

- Director's Cup Results- The success of our baseball team helped in another competition: the U.S. Sports Academy Director's Cup, which we follow closely because it is an excellent indicator of overall program quality. Carolina finished 3rd overall in this competition behind Stanford and UCLA. This was our 6th consecutive top 10 finish, our 8th top 5 finish and our 12th top 10 finish in the 14 years of the competition. 24 of our 28 sports qualified for NCAA post-season competition. That included the women's soccer national championship. That is a great tribute to our student-athletes, coaches, fans and the entire Department of Athletics, led by Dick Baddour.
- State Budget- The General Assembly continues its deliberations and has not yet finalized a state budget plan. Key funding priorities for us include faculty and staff salary increases, our capital requests for genome sciences and dental sciences buildings, as well as, a University Cancer Research Fund, with a projected allocation of up to \$50 million a year by 2009. These funds would help the University, our Lineberger Comprehensive Cancer Center, the new North Carolina Cancer Hospital and our Area Health Education Centers (AHEC) network fight cancer here in North Carolina and beyond. This funding would help us attract and keep faculty as well as compete with the leading cancer institutions in the country. Chancellor Moeser praised President Bowles and General Administration for their coordination efforts, as well as the Trustees, the

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Board of Visitors, the General Alumni Association's Tar Heel Network and friends of the University.

- Faculty Recruitment and Retention- A more complete report on faculty recruitment and retention will be given at the September meeting, but there is some positive preliminary information. In 2003, we retained forty percent of faculty who received outside offers. In 2006, that figure improved to fifty two percent. We retained seventy two percent of our faculty who received outside offers. We attribute our success to two factors: 1) the funds from last year's six percent legislative increase and our campus- and school-based tuition increases, and 2) President Erskine Bowles's \$5 million recruitment and retention fund, which was made possible by the NC General Assembly. That fund has made a tremendous difference in our successful efforts.

STUDENT BODY PRESIDENT'S REMARKS

Ms. Carson commented on the following:

- Sophomore Orientation
- Integrating school calendars and websites to promote unity around campus
- Student Government Media Page
- Undergraduate Research
- Academic Advising
- On-line Course Evaluations
- Tuition and fees
- Environmental sustainability

Ms. Carson concluded her remarks by thanking the Board for their long-standing dedication to the student body and to student involvement at the University.

(A copy of Ms. Carson's remarks is filed in the Office of the Assistant Secretary.)

CONSENT AGENDA

Approval of Minutes

On motion of Mr. Schwab, seconded by Ms. Hyde, the minutes of the regular meeting of May 23-24, 2007, were approved as distributed.

Ratification of Mail Ballot

On motion of Mr. Schwab, seconded by Ms. Hyde, the following mail ballot dated June 20, 2007, was approved as distributed:

- Acquisition by Lease for Career Services.
(ATTACHMENT G)

On motion of Mr. Schwab, seconded by Ms. Hyde, the following mail ballot dated June 20, 2007, was approved as distributed:

- Personnel changes for information, personnel changes in Academic Affairs, personnel changes in Health Affairs, and tenured personnel actions.
(ATTACHMENT H)

COMMITTEE CHAIR APPOINTMENTS

Chair Perry announced the following committee chair appointments for the 2007-2008 year.

Rusty Carter, Chair – University Affairs Committee
Paul Fulton, Chair – Audit and Finance Committee
Bob Winston, Chair – Buildings and Grounds Committee

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CAROLINA NORTH DRAFT CONCEPT PLAN

Chancellor Moeser introduced to the board a new draft concept plan for Carolina North that reflects months of energetic discussion within the University and vigorous dialogue and feedback from the local community. The trustees directed the administration to prepare plans with a goal of submitting development applications to the Town of Chapel Hill this October. Last July, Jack Evans was named to the new position of executive director of Carolina North. Jack has done a magnificent job of leading the University's efforts to engage productively with the Leadership Advisory Committee (LAC), made up of community leaders and University representatives, as it completed nearly a year's worth of discussions about guiding principles for development that have been extremely helpful. This board has received regular updates from Jack and Chairman Perry and Trustee Winston – both of whom served on the LAC – about a comprehensive approach we have taken with the current planning efforts.

Parallel with the LAC's work, we have thoroughly explored with our consultants the topic of sustainable practices, held numerous workshops on technical topics and worked with local governments to agree on related studies now under way on topics including fiscal equity. Since March we have held well-attended community meetings to ask our neighbors for their feedback about previous iterations of the plan that you will see today. Those sessions will continue through next month. That's how we have arrived at the draft concept plan that both Jack and Luanne Greene of Ayers Saint Gross, our consultants, will present this morning.

The University's future success depends upon Carolina North. This is the place where we will have the space to create new opportunities for discovery and innovation. We need Carolina North to ensure that this great faculty can reach its full potential. The needs of the faculty are driving Carolina North. The most important point to keep in mind is that this not about us and it is not for us, it is for the great people of the state of North Carolina.

Jack Evans, Director of Carolina North, recognized Tony Waldrop, Richard Mann, the Carolina North design team, and the community for their role in this endeavor. Jack and Luanne then gave the presentation to the Board.

Dr. Evans asked the Board for an extension on the submission of the development applications to the Town of Chapel Hill so that they may incorporate any additional changes to the plan after the September Board meeting. The Board agreed that the extension is reasonable and granted the request.

(ATTACHMENT I)

A copy of the PowerPoint presentation is located at: <http://www.unc.edu/depts/trustees/>
A copy of the presentation is also filed in the Office of the Assistant Secretary.

REPORT OF THE UNIVERSITY AFFAIRS COMMITTEE

Mr. Carter, Committee Chair, presented the committee's report on the following items, which were presented previously to the committee for information only (no formal action was requested at that time).

- Chairs Remarks by Rusty Carter. Trustee Carter welcomed two new members to the Committee, Phil Clay and Alston Gardner.
- Provost Remarks by Bernadette Gray-Little.
 - Searches continue for a Chief Information Officer and a new Dean of the School of Education.

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- Five year reviews have been scheduled for the deans of the Schools of Pharmacy, Government, and the Kenan Flagler Business School.
- We are fully engaged in phase one of the Enterprise Resource Plan, which will lead to the implementation of Oracle PeopleSoft systems for admissions, scholarship and financial aid, student accounts, and the Registrar's Office.
- Faculty Chair Remarks by Joe Templeton. Prof. Templeton invited Chair Carter to attend the September Faculty meeting to generate open dialogue between the trustees and the faculty.
- Quality Enhancement Plan Report by Bobbie Owen.
 - She reviewed the QEP, which focuses on innovative educational programs, undergraduate research, and international activities. We are making strides in all three areas in the first year of the QEP.
 - We launched the Maymester program, a 3-week intensive class and field experience, with 276 students in 19 courses. It was mentioned that a December period may be added and would run like Maymester.
 - Research is becoming a key feature of the undergraduate experience at Carolina. The College tripled the number of classes with original research opportunities: 41 classes for 1,210 students.
(ATTACHMENT J)

A copy of the PowerPoint presentation is located at: <http://www.unc.edu/depts/trustees/>
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- Faculty Retention Update by Steve Allred. He summarized our progress in faculty retention, and it was generally good news. For the academic year 2006-2007, 87 faculty received offers from other universities. We made counter offers to 58. Of those to whom we made counters, 42 stayed and 16 left. Thus, our overall retention rate was 72%. UNC Chapel Hill used nearly \$1 million of the \$5 million recruitment and retention fund provided to General Administration by the Legislature last year.

Trustee Fulton asked that a report be given to the Board of the total faculty turnover.
(ATTACHMENT K)

A copy of the PowerPoint presentation is located at: <http://www.unc.edu/depts/trustees/>
A copy of the presentation is also filed in the Office of the Assistant Secretary.

- Faculty Parking- There is growing pressure for on-campus parking for Faculty. Retention, student care and campus culture could be affected negatively by this growing problem.
- Advising Update- Madeline Levine, Former Interim Dean of the School of Arts and Sciences, provided an update on the plans to respond to the outside review of advising conducted this past spring. Dean Holden Thorp will appoint faculty, staff and students to a committee to be chaired by Steve Weiss from Computer Science to make recommendations on ways to improve advising. A key need is to improve advising in the departments, so that central advising may concentrate on first and second year students. A follow-up report will be given at the September meeting.

REPORT OF THE AUDIT AND FINANCE COMMITTEE

Ms. Mason, Committee Chair, moved for approval by the Board of the following item which was brought forth as a motion formerly approved by the committee. The motion carried.

- Transfer to the University of the Endowment's Distribution. The Board of Trustees of the Endowment Fund has already approved the transfer to the University. The Board of Governors requires that the Trustees approve transfer of Endowment income to the useful possession of the institution.

(ATTACHMENT L)

Ms. Mason presented the committee's report on the following items, which were presented previously to the committee for information only (no formal action was requested at that time).

- Annual Debt Management Report by Brian Smith, the University's Director of Treasury Operations. He provided an update on the University's debt program. Over the last three fiscal years, debt has grown from \$592 to \$955 million with \$700 million more planned over the next five years. Management recently met with the bond rating agencies to provide an update on our capital improvement and financing plans. Our institution is one of only seven public universities to carry an AA+ or better bond rating. All three agencies provided positive feedback citing a strong market position, State support, fundraising, investment performance and management. Their views could change if we experienced significant downturns in these areas. Based on our current and planned financings, debt capacity is beginning to moderate slightly and cash flow is becoming more important.

A copy of the PowerPoint presentation is located at: <http://www.unc.edu/depts/trustees/>
A copy of the presentation is also filed in the Office of the Assistant Secretary.

(ATTACHMENT M)

- Final Year End Review of FY 06-07 Budget by Richard Mann. He reported on the status of the budget at the end of the fiscal year and on several related items. We have \$308 million in excess revenues as compared to \$286 million last year. The North Carolina House and Senate continue to work out the differences in their budgets and a conference committee report is expected soon. It is anticipated that there will be a 4% salary increase for SPA employees and funds for an average increase of 4% for faculty and EPA non-faculty staff. In addition, there is likely to be a 1% increase provided to help bring University faculty to the 80th percentile of faculty salaries of peer institutions. These funds would be administered by UNC General Administration.

The year-end result for sponsored research was \$610 million (compared to last year's \$593 million). We are all aware of the decline in funding for the NIH budget so our sponsored research figure is evidence that our faculty continues to be successful in the increasing competition for these funds.

We anticipate \$10 million in enrollment growth funding from the General Assembly. These funds are provided for enrollment growth and change. We expect \$10 million for operating reserves for new facilities and \$13 million in repair and renovation funds. The bills also include budget reductions, which constitutes approximately a \$4 million loss for the University.

- Annual Audit Certification Letter Process by Phyllis Petree, Director of Internal Audit.

(ATTACHMENT N)

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- The committee heard a report on the Employee Forum from Chair Ernie Patterson. He spoke on the following:
 - The Unsung Heroes Award. This award recognizes UNC employees who are outstanding contributors to their communities and the people of the state of North Carolina.
 - The InTouch Newsletter.

(A copy of Mr. Patterson's remarks is filed in the Office of the Assistant Secretary)

- Carolina First Campaign Update by Paul Fulton. Mr. Fulton reported that the Campaign continues to go well. We passed the \$2 billion dollar goal by February, ten months ahead of schedule. \$363 million in commitments were secured in FY 07. All schools/units are at, or near, securing at least 100% of their goal. A record-breaking \$250,759,646 in private gifts was received in FY 07, exceeding last year's record totals by 6.4%. This is the first time Carolina has passed the \$250 million mark. There are almost 72,000 donors, a 4.5% increase over last year. Eighteen new endowed professorships were committed last year; bringing the overall campaign total to one hundred ninety-nine professorships secured. One hundred fourteen scholarships and fellowships were committed, bringing the overall total to 717 scholarships and fellowships secured in the campaign. An additional \$100 million was added to the campaign goal in February, bringing the new faculty support goal to \$500 million. To date, \$375 million has been secured. There is a new faculty campaign underway. Two hundred seventy one proposals of \$100,000+, totaling \$268 million were submitted in FY 07, an average of twenty-three proposals per month. The pipeline currently includes two hundred twenty proposals in front of donors totaling \$166 million. [A copy of the report is filed in the Office of the Assistant Secretary.]

REPORT OF THE COMPENSATION COMMITTEE

Mr. Schwab reported that the Compensation Committee met on Wednesday to review the performance of senior administrators. No Board action is required.

MOTION TO CONVENE IN CLOSED SESSION

On motion of Secretary Carter, and dually 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

REPORT OF THE AUDIT & FINANCE COMMITTEE

Ms. Mason, Committee Chair, presented the committee's report on the following item which was previously approved by the committee. Ms. Mason moved ratification by the Board of the following item and the motion carried unanimously.

- Report of the Naming Committee. [A copy of the Report of the Naming Committee is filed in the Office of the Assistant Secretary.]

REPORT OF THE UNIVERSITY AFFAIRS COMMITTEE

Mr. Carter, Committee Chair, presented the personnel and salary approvals dated July 16, 2007, for the Board's consideration. The actions will be voted on in open session.

(ATTACHMENTS P-Q-R)

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LEGAL ADVICE

General Counsel Leslie Strohm advised the Board on several legal matters.

EXECUTIVE CLOSED SESSION

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

RECONVENE MEETING IN OPEN SESSION

Chair Perry reconvened the meeting in open session.

OPEN SESSION

REPORT OF THE UNIVERSITY AFFAIRS COMMITTEE

Mr. Carter, Committee Chair, moved approval by the Board of the following personnel actions dated July 16, 2007, which were discussed earlier in closed session. The motion was dually seconded and it carried.

- The personnel changes for information did not require action by the Board.
(ATTACHMENT O)
- Personnel changes in Academic Affairs.
(ATTACHMENT P)
- Personnel changes in Health Affairs.
(ATTACHMENT Q)
- Tenured Personnel Actions.
(ATTACHMENT R)

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

ADJOURNMENT

There being no further business to come before the Board, Chair Perry adjourned the meeting at 1:25 p.m.

Assistant Secretary