

BOARD OF GOVERNORS MEETING

The University of North Carolina

November 14, 2003

The Board of Governors met in regular session on November 14, 2003, in the Board Room of the General Administration Building, Chapel Hill. Mr. Wilson, the chairman, called the meeting to order at 9:30 a.m.

INVOCATION

Dr. Key gave the invocation:

Dear Lord,

Thank you so much for giving your wisdom to the leaders who created this University. Be with us and provide us with the wisdom handed down to us from Frank Porter Graham and Bill Friday and so many others. Give us the vision to make wise decisions as they did and to lead this University system to the greatness it deserves. Amen.

ROLL CALL

Dr. Perry called the roll and the following members were present:

J. Bradley Wilson	Willie J. Gilchrist
Bradley T. Adcock	H. Frank Grainger
G. Irvin Aldridge	Peter D. Hans
James G. Babb	James E. Holshouser, Jr.
Brent D. Barringer	Peter Keber
J. Addison Bell	Adelaide D. Key
R. Steve Bowden	G. Leroy Lail
F. Edward Broadwell, Jr.	Charles H. Mercer, Jr.
William L. Burns, Jr.	Charles S. Norwood
C. C. Cameron	Cary C. Owen
Anne W. Cates	Patsy B. Perry
John F.A.V. Cecil	Jim W. Phillips, Jr.
Bert Collins	Benjamin S. Ruffin
John W. Davis III	Estelle W. Sanders
Jonathan L. Ducoté	J. Craig Souza
Ray S. Farris	Priscilla P. Taylor
Dudley E. Flood	Robert F. Warwick
Hannah D. Gage	

The following member was absent:

Gladys Ashe Robinson

MINUTES

On motion of Mr. Mercer and unanimously seconded, the minutes of the meeting of October 10, 2003, were approved as distributed.

REPORT OF THE NORTH CAROLINA STATE TREASURER

Chairman Wilson introduced the Honorable Richard H. Moore, Treasurer of the State of North Carolina, for a presentation.

Treasurer Moore reported that the North Carolina State Pension Fund has been the number one pension fund in America on a one, three, and five year basis. He said the thousands of employees in the University of North Carolina are part of the strongest retirement system in America.

Chairman Wilson and President Broad were asked to come forward for a presentation. Treasurer Moore reported that in North Carolina the interest on unclaimed funds is paid to public higher education and that he was proud to present a check to the University of North Carolina in the amount of \$36,390,574.82.

In keeping with the efforts of the North Carolina State Treasury to reunite the citizens of North Carolina with their unclaimed funds, Treasurer Moore made a surprise announcement to several members of the Board of Governors who had unclaimed funds.

PRESIDENT'S REPORT

President Broad introduced the chancellors and representatives of affiliated organizations in attendance at the meeting.

In her report, President Broad highlighted the results of the 2003 enrollment report and discussed the affordability of students attending UNC institutions. Among other items, the president reported on the college-going rate; the net price of college in relation to family income; and the average cumulative student debt at graduation for North Carolina students. (For the President's complete report, see Appendix A.)

ADMINISTRATIVE ACTION ITEMS

Chairman Wilson called attention to the Administrative Action Items listed on the agenda and inquired if any member wished to have items removed for further discussion.

Mr. Mercer moved, seconded by Mr. Cameron, that the following Administrative Action Items be approved by consent:

a. (B/F)	Approval of the Transfer of 2000 Bond Funds, ECSU	Appendix B
b. (B/F)	Authorization to Implement Debt Service Fees for UNCC and WCU	Appendix C
c. (B/F)	Authorization to Sell Special Obligation Bonds, UNCCH	Appendix D
d. (B/F)	Authorization to Enter Into a Swap Agreement, NCSU	Appendix E
e. (B/F)	Authorization of the Lease of Housing Space, UNCP	Appendix F
f. (EPPP)	Authorization to Discontinue the Bachelor of Science in Technology Education, ECSU	Appendix G
g. (EPPP)	Authorization to Discontinue the Bachelor of Science in Environmental Engineering Technology, ECU	Appendix G
h. (EPPP)	Authorization to Discontinue the Master of Arts in Biology Education, ASU	Appendix G
i. (EPPP)	Authorization to Discontinue the Master of Arts in Education in Educational Supervision, ECU	Appendix G
j. (EPPP)	Authorization to Discontinue the Master of Science in Health Occupations, NCSU	Appendix G
k. (EPPP)	Authorization to Discontinue the Master of Education in Health Occupations, NCSU	Appendix G
l. (EPPP)	Authorization to Discontinue the Master of Arts in Educational Psychology, UNCCH	Appendix G
m. (EPPP)	Authorization to Discontinue the Master of Education in Special Education/LD, UNCCH	Appendix G
n. (EPPP)	Authorization to Discontinue the Master of Arts in Communications Studies, UNCG	Appendix G
o. (EPPP)	Authorization to Discontinue the Master of Education in Biology Education, UNCG	Appendix G
p. (EPPP)	Authorization to Discontinue the Master of Education in Business Education, UNCG	Appendix G
q. (EPPP)	Authorization to Discontinue the Master of Education in Chemistry Education, UNCG	Appendix G
r. (EPPP)	Authorization to Discontinue the Master of Education in Educational Supervision, UNCG	Appendix G
s. (EPPP)	Authorization to Discontinue the Master of Education in Middle Grades Education, UNCG	Appendix G
t. (EPPP)	Authorization to Establish the Master of Art and Design, NCSU	Appendix H
u. (EPPP)	Authorization to Establish the Master of Microbial Biotechnology, NCSU	Appendix I
v. (EPPP)	Authorization to Establish the Master of Fine Arts in Creative Writing, NCSU	Appendix J

w. (EPPP)	Authorization to Establish the Master of Science in Rehabilitation Counseling, WSSU	Appendix K
x. (EPPP)	Authorization to Plan the Doctor of Physical Therapy, ECU	Appendix L
y. (EPPP)	Authorization to Plan the Doctor of Philosophy in Energy and Environmental Studies, NCA&T	Appendix M
z. (EPPP)	Authorization to Plan the Doctor of Philosophy in Leadership Studies, NCA&T	Appendix N
aa. (EPPP)	Authorization to Plan the Doctor of Philosophy in Communication, Rhetoric, & Digital Media, NCSU	Appendix O
bb. (EPPP)	Authorization to Plan the Doctor of Philosophy in Occupational Science, UNCCH	Appendix P
cc. (EPPP)	Authorization to Plan the Doctor of Public Health in Community Health Education, UNCG	Appendix Q
dd. (EPPP)	Authorization to Plan the Doctor of Philosophy in Nursing, UNCG	Appendix R
ee. (EPPP)	Authorization to Establish the Doctor of Philosophy in Technical and Professional Discourse, ECU	Appendix S
ff. (EPPP)	Authorization to Establish the Doctor of Philosophy in Infrastructure and Environmental Systems, UNCC	Appendix T
gg. (EPPP)	Authorization to Establish the Doctor of Philosophy in Special Education, UNCG	Appendix U
hh. (EPPP)	Approval to Establish the Center for Health and Human Services, ASU	Appendix V

The motion carried. Mr. Mercer asked that the record show he abstained from the discussion and vote on item seven of the agenda.

REPORT OF COMMITTEE ON BUDGET AND FINANCE

Mr. Phillips, chair of the Committee on Budget and Finance, presented the committee's report. He reminded the members the committee's annual report was included in the materials previously mailed.

Summary of Institutional Annual Reports, 2002-2003

On behalf of the committee, Mr. Phillips moved that the Summary of Institutional Annual Reports, 2002-2003, regarding UNC Management Flexibility be approved and forwarded to the General Assembly's Joint Legislative Education Oversight Committee. The motion carried. (Appendix W)

Management Flexibility – Increase in Purchasing Benchmarks

In accordance with the guidelines established for Special Responsibility Constituent Institutions and a request from four institutions to increase their purchasing benchmarks, Mr. Phillips moved that the purchasing benchmarks for East Carolina University, North Carolina State University, UNC Chapel Hill, and UNC Pembroke be increased as follows, effective December 1, 2003:

- | | |
|-----------------------------------|-----------------------------|
| • East Carolina University | from \$250,000 to \$500,000 |
| • North Carolina State University | from \$250,000 to \$500,000 |
| • UNC Chapel Hill | from \$250,000 to \$500,000 |
| • UNC Pembroke | from \$35,000 to \$150,000 |

The motion carried. (Appendix X)

Repair and Renovation

Mr. Phillips reported that during the 2003 session of the North Carolina General Assembly, \$300,000,000 was made available for repair and renovation through special indebtedness on a state-wide basis. In the technical corrections bill passed by both the House and Senate, there was language providing that the University receive 46 percent of those funds; however, for other reasons, the technical corrections bill did not pass. Mr. Phillips noted that while the language directed that the university receive 46 percent of the money, the bill never became law, even though it was independently passed by each house. On behalf of the committee, Mr. Phillips presented and moved approval of the following resolution:

A Resolution in Support of the Pressing Need to Provide Funds for Repairs and Renovations for The University of North Carolina

WHEREAS, The University of North Carolina has a significant backlog of deferred maintenance needs and, until 2003, had not received State funding for repairs and renovations for three consecutive years; and

WHEREAS, in 2003 the General Assembly provided funding for repairs and renovations to State-owned facilities through two sources - the statewide Reserve for Repairs and Renovations (\$15,000,000) and the issuance of special indebtedness (\$300,000,000); and

WHEREAS, the General Assembly directed that 46 % of the statewide Reserve for Repairs and Renovations, less a portion of the funds set aside to complete partially funded State projects, be made available to The University of North Carolina; and

WHEREAS, both legislative chambers in their individual technical corrections bills directed that 46 % of the repair and renovation funds financed through special indebtedness be made available to The University of North Carolina, but adjourned before passing a final bill;

NOW, THEREFORE, BE IT RESOLVED, the Board of Governors respectfully requests that, in keeping with the intent expressed by both chambers of the General Assembly, 46 % of the repair and renovation funds made available through the issuance of special indebtedness be designated for The University of North Carolina.

In the discussion that followed, President Broad commented that many people believe that because the University has the benefit of the bond program that the repair and renovations needs may not be as urgent. She said it was important to underscore that approximately one-fourth of the buildings on the University's campuses are being renovated with the bond money and the remaining buildings have had no deferred maintenance for the last three years. President Broad said the needs are urgent, the chancellors have had to use their managerial flexibility to provide a stop-gap, and it is important to acknowledge that the need of the University for repair and renovation funding remains critical.

The motion carried.

Mold Remediation – North Carolina Central University and UNC Pembroke

Mr. Phillips said the Committee on Budget and Finance had been engaged in a substantial discussion regarding mold at North Carolina Central University and UNC Pembroke.

Mr. Phillips commended the response by President Broad and her staff, as well as Chancellor Ammons and his staff in dealing with the mold issue by acting quickly and decisively.

The estimated cost of the remediation is \$25.8 million at North Carolina Central University and \$3.5 million at UNC Pembroke. Mr. Phillips said it was the feeling of the committee that the mold remediation funds should be requested from the General Assembly in addition to the repair and renovation funds being requested. On behalf of the committee,

Mr. Phillips presented and moved approval of the following resolution, as modified following discussion:

A Resolution in Support of the Efforts of North Carolina Central University and The University of North Carolina at Pembroke to Finance Emergency Projects for the Remediation of Mold

WHEREAS, after identifying significant mold growth in numerous buildings, the Chancellor of North Carolina Central University has invoked emergency procedures and is taking appropriate and aggressive steps to remediate the mold in order to provide a safe environment for students, faculty, and staff; and

WHEREAS, North Carolina Central University has closed two residence halls due to mold infestation and is housing affected students in hotels, thereby requiring significant expenditures of funds and denying students an on-campus housing experience; and

WHEREAS, the Chancellor of The University of North Carolina at Pembroke has invoked emergency procedures after identifying significant levels of mold in an academic building and has closed the building pending remediation of the mold; and

WHEREAS, the costs of emergency remediation of mold are estimated to be \$25.8 million at North Carolina Central University and \$3.5 million at The University of North Carolina at Pembroke; and

WHEREAS, the funds made available by the 2003 General Assembly for repairs and renovations should be used to address the extensive backlog of deferred maintenance needs at all sixteen campuses;

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors respectfully requests that the General Assembly provide funds totaling \$29.3 million, either through direct appropriations or through an increase in the current authorization for the issuance of special indebtedness, to allow for emergency mold remediation at North Carolina Central University and The University of North Carolina at Pembroke.

The chair put the motion and it carried.

REPORT OF COMMITTEE ON EDUCATIONAL PLANNING, POLICIES, AND PROGRAMS

Dr. Gilchrist, chair of the Committee on Educational Planning, Policies, and Programs, presented the committee's report.

Report on Primary Care Physicians and Providers

On behalf of the committee, Dr. Gilchrist moved that the Report on Primary Care Physicians and Providers be approved and that the report be transmitted to the General Assembly. The motion carried. (Appendix Y)

Strategic Directions for the Long-Range Plan, 2004-2009

Dr. Gilchrist moved that the Strategic Directions, as modified for the Long-Range Plan, 2004-2009, be approved. The motion carried. (Appendix Z)

Reaffirmation of UNC Campus Mission Statements

Dr. Gilchrist moved that the board reaffirm the unchanged mission statements for 13 of the UNC campuses and approved the proposed changes in mission statements for UNC Charlotte, UNC Greensboro, and Western Carolina University. The motion carried. (Appendix AA)

Report on Measures Used in Decision Making for Incoming Freshmen for Admission and Placement

In response to a request from the General Assembly concerning House Bill 1246, Dr. Gilchrist moved that the Report on Measures Used in Decision Making for Incoming Freshmen for Admission and Placement be approved and the report be transmitted to the Joint Legislative Education Oversight Committee. The motion carried. (Appendix BB)

Implementation of SREB Academic Common Market

Dr. Gilchrist moved that the Report on the Implementation of the SREB Academic Common Market be approved and transmitted to the Joint Legislative Education Oversight Committee. The motion carried. (Appendix CC)

Reconsideration of Proposed Policy on Non-Resident Undergraduate Enrollment

Dr. Gilchrist reported the committee voted on the preceding day to reconsider the proposed policy recommended for non-resident undergraduate enrollment. Dr. Gilchrist said the committee will take that matter under consideration at a future date.

As a matter of information, Dr. Gilchrist called attention to the Fall 2003 Enrollment Report at each member's place. He reported that UNC has grown more than 6,000 students for the past three consecutive years.

REPORT OF THE TASK FORCE ON MEETING TEACHER SUPPLY AND DEMAND

In reference to teacher supply and demand in North Carolina, Dr. Gilchrist reported that the committee had been favored with a lot of research and materials. He said the committee expects to bring recommendations to the board by the February 2004 meeting.

REPORT OF COMMITTEE ON UNIVERSITY GOVERNANCE

Mr. Adcock, chair of the Committee on University Governance, presented the committee's report. He said the committee considered and approved its annual report, a copy of which had been placed in each member's folder.

2003 Report on Equity in Appointments

In accordance with the requirements of G.S. 143-157.1, Mr. Adcock moved that the 2003 Report on Equity in Appointments be approved and transmitted to the Secretary of State by December 1, 2003. The motion carried. (Appendix DD)

Petition Regarding Political Activity – Dr. Paul Luebke

Mr. Adcock presented and moved approval of a petition from Dr. Paul Luebke, a faculty member of the University of North Carolina at Greensboro, to maintain full-time University employment during the Spring Semester 2004 while serving as a member of the North Carolina General Assembly and while campaigning for reelection, if opposed, in the May 2004 primary election. The motion carried. Mr. Phillips, Mr. Souza, Mrs. Cates, Dr. Key, and Mrs. Owens asked that the record show they abstained from the discussion and the vote on the motion. (Appendix EE)

Petition Regarding Political Activity – Dr. Christine Fitch

Mr. Adcock presented and moved approval of a petition from Dr. Christine Fitch, a faculty member at East Carolina University, to maintain full-time University employment during the Spring Semester 2004 while campaigning for election in the May 2004 primary election to the United States Congress. The motion carried. (Appendix FF)

Appointment to Board of Trustees – North Carolina School of Science and Mathematics

On behalf of the committee, Mr. Adcock moved that Shirley Taylor Frye of Greensboro be appointed to the Board of Trustees of the North Carolina School of Science and Mathematics, representing Congressional District 12, for a term ending June 30, 2007. The motion carried.

Appointment to Educational Advisory Council – North Carolina School of Science and Mathematics

Mr. Adcock moved that Thomas Williams of Oxford be appointed to the Educational Advisory Council of the North Carolina School of Science and Mathematics for a term ending June 30, 2007. The motion carried.

Notice was given of a vacancy on the Educational Advisory Council for a term ending June 30, 2005.

Appointment and Reappointment to Board of Trustees – North Carolina Center for the Advancement of Teaching

On behalf of the committee, Mr. Adcock moved that the following persons be appointed and or reappointed to the Board of Trustees of the North Carolina Center for the Advancement of Teaching, each for a term ending October 31, 2007:

Lorene Williams of Shallotte (District 2)	Appointment
Eddie Byers of Jefferson (District 7)	Appointment
Virginia Politano of Durham (District 3)	Reappointment
Wesley Revels of Pembroke (District 4)	Reappointment

The motion carried.

As a matter of information, Mr. Adcock reported the committee will continue its study of governance issues that will help the board operate more efficiently, including the Committee on Committee process. He encouraged the committees or individual board members to bring forward all issues that need to be examined. The committee expects to report its findings at the January 2004 meeting and to present its recommendations related to the functioning of the Committee on Committees for consideration at the February meeting.

Mr. Adcock gave notice of a proposed amendment to paragraph 302 C. of *The Code* regarding the meetings of the standing committees and a concern that a committee may take action on an issue that had not been published on the committee agenda. The committee expects to present this amendment for consideration at the January 2004 meeting.

In addition, Mr. Adcock gave notice of an amendment to Appendix 1, III of *The Code*, dealing with Academic Degrees and Grading brought about by a recent appeal regarding student grades. The committee will also present this amendment for consideration at the January meeting.

Mr. Adcock reported the schedule of campus winter commencements had been included in each member's folder. He said there were several remaining opportunities to represent the Board of Governors at these events and he urged members to volunteer.

REPORT OF COMMITTEE ON THE FUTURE OF INFORMATION TECHNOLOGY

Mr. Cecil, chair of the Committee on the Future of Information Technology, presented the committee's report. He reported his committee met on the preceding day and discussed teaching and learning with technology and highlighted how various campuses use technology to improve the teaching and learning efforts of the students. The committee heard three presentations, one each from the University of North Carolina at Wilmington (collecting data on students' learning using the Palm Pilot), from North Carolina A & T State University (using a digitized text book in the School of Nursing), and from North Carolina Central

University (using web-based technology, document cameras, power-point presentations and the smart board in the School of Law).

Mr. Cecil reported the committee will meet again in December by video conference and will hear other presentations from campuses at that time. The committee expects to have a draft report by early next year and a final report in February or March.

REPORT OF COMMITTEE ON PUBLIC AFFAIRS

Mr. Babb, chair of the Committee on Public Affairs, reported the discussion of the process underway for building the state and federal legislative agendas, and noted the committee has asked for campus input in preparing the state and federal agendas for 2004.

The committee received an update from Associate Vice President Samors, associate vice president for federal relations, on appropriation developments to date, the prospects for federal funding for programs important to the University, and an overview of the work on the Higher Education Act reauthorization.

Associate Vice President Mark Fleming, associate vice president for state relations, reported on several developments in Raleigh, including the General Assembly's special session to consider redistricting. Mr. Babb said the resolutions passed by the board earlier pertaining to mold remediation and repair and renovation funding will be shared with each member of the legislature.

Mr. Babb reported the Joint Select Committee on the Board of Governors has been reestablished by the General Assembly leadership, and he called attention to a copy of the charge and membership that had been distributed at each member's place. Mr. Babb said the Public Affairs Committee suggested the board plan a formal way of communicating with the Joint Select Committee concerning the organization and work of the Board of Governors to help them in their committee deliberations.

Mr. Babb also reported that the committee received a report on the University's work with the Joint Select Committee on Economic Development. He said the Economic Development Board, of which President Broad is a member, adopted a set of legislative priorities, including support for full funding in 2004 for University and Community College enrollment. Members were urged to thank the Economic Development Board for their continued support of the University.

Associate Vice President Laura Fox, director of advancement, provided the annual report on University fund-raising and endowments. Mr. Babb said that a copy of this comprehensive report would be mailed to each member.

CHAIRMAN'S REPORT

Chairman Wilson called the board's attention to the book at each member's place celebrating the 100th anniversary of graduate studies at UNC Chapel Hill and recognized and thanked Dr. Linda Dykstra of the Graduate School.

The chair informed the members of an invitation to a Hurricanes game on January 8, 2004, at 7 p.m. at the RBC Center in Raleigh.

Chairman Wilson commented on the University Award Dinner honoring three of North Carolina's citizens: John R. Jordan, Jr., former chairman of the Board of Governors, and Hugh and Julia Morton. He expressed appreciation and thanked Secretary Corgnati and all of the staff for making the evening so delightful.

The chairman thanked the Chancellors and their staffs at Western Carolina University and UNC Asheville for their hospitality and for making his recent visits to their campuses such a delightful and rewarding experience. At the invitation of the President of Durham Tech, Chairman Wilson said he spent a few hours visiting that campus and discussed the activity on that campus and the relationship between Durham Tech and the University. Chairman Wilson encouraged members to go back to their local community colleges and

technical institutes and spend some time with their leadership to learn more about what they are doing and how to improve the partnership between their campuses and the University.

Chairman Wilson thanked Dr. Gilchrist for the work of his committee in managing, listening, learning, talking, and working on the non-resident undergraduate enrollment issue. He commended and thanked all the members of the board for participating in this important conversation and for the manner in which they have managed the debate and discussion on the matter. Chairman Wilson said there are now a number of proposals that need to be carefully analyzed and considered and the board will continue the deliberative process, conversation, and debate on the matter. He asked that Mr. Phillips and his committee undertake an examination of the financial impact of some of the questions raised in the context of this issue and to work cross-functionally with the Planning Committee to address some of the questions raised by the policy proposals and from members of the public about what this all means relative to non-resident and resident tuition.

* * *

On motion of Dr. Perry and unanimously seconded, the board voted to convene in closed session pursuant to North Carolina General Statutes Sections 143-318.11(a)(3) 143-318.11(a)(5) and 143-318.11(a)(6). The motion carried.

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The Board of Governors went into closed session at 11:15 a.m. and returned to open session at 11:45 a.m.

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The annual reports of the standing committees are included as appendices:

Appendix GG – Annual Report of Committee on Budget and Finance

Appendix HH – Annual Report of Committee on Educational Planning, Policies, and Programs

Appendix II – Annual Report of Committee on University Governance

Note the Annual Report of Committee on Personnel and Tenure was presented at the October 10, 2003, meeting of the Board of Governors.

REPORT OF COMMITTEE ON PERSONNEL AND TENURE

On behalf of the committee, Mr. Davis, chair of the Committee on Personnel and Tenure, presented and moved approval of the committee's summary personnel report, as presented in closed session. The motion carried. The Summary Personnel Report is presented as Appendix JJ.

Mr. Davis reported the committee reviewed proposed amendments to the board's policy on granting management flexibility to appoint and fix compensation. He said such changes are necessary to ensure the policy aligns closely with another existing policy entitled *Administrative Separation and/or Recruitment to a Faculty Position*. He said the amendment will be presented for consideration at the January 2004 meeting.

Mr. Davis also reported the committee received the 2003 Annual Report of the Distinguished Professors Endowment Trust Fund (Appendix KK), the Report on Phased Retirement (Appendix LL), Report on Post-Tenure Review (Appendix MM), and a time-line for the 2004 Awards for Excellence in Teaching.

In addition, the committee heard a report on the Optional Retirement Program providers from Associate Vice President Kitty McCollum.

At Mr. Davis' request, Vice Presidents Jeff Davies and J. B. Milliken introduced individuals who had recently joined their staffs – Claudia Odom, Assistant Vice President for Finance, and Kimrey Rhinehardt, Assistant Vice President for Federal Relations, respectively.

* * *

There being no other business the meeting adjourned at 11:55 a.m.

Secretary

APPENDICES

(All appendices are a part of the official record of the meeting.)

Appendix A	President's Report	Attached
Appendix B	Approval of the Transfer of 2000 Bond Funds, ECSU	Attached
Appendix C	Authorization to Implement Debt Service Fees for UNCC and WCU	Attached
Appendix D	Authorization to Sell Special Obligation Bonds, UNCCH	Attached
Appendix E	Authorization to Enter Into a Swap Agreement, NCSU	Attached
Appendix F	Authorization of the Lease of Housing Space, UNCP	Attached
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Appendix V	Approval to Establish the Center for Health and Human Services, ASU	Attached
Appendix W	Summary of Institutional Annual Reports, 2002-2003	Attached
Appendix X	Management Flexibility – Increase in Purchasing Benchmarks	Attached
Appendix Y	Report on Primary Care Physicians and Providers	Attached
Appendix Z	Strategic Directions for the Long-Range Plan, 2004-2009	Attached
Appendix AA	Reaffirmation of UNC Campus Mission Statements	Attached
Appendix BB	Report on Measures Used in Decision Making for Incoming Freshmen for Admission and Placement	Attached
Appendix CC	Implementation of SREB Academic Common Market	Attached
Appendix DD	2003 Report on Equity in Appointments	Attached
Appendix EE	Petition to Serve in Public Office – Dr. Paul Luebke	Attached

Appendix FF	Petition to Serve in Public Office – Dr. Christine Fitch	Attached
Appendix GG	Annual Report of Committee on Budget and Finance	Attached
Appendix HH	Annual Report of Committee on Educational Planning, Policies, and Programs	Attached
Appendix II	Annual Report of Committee on University Governance	Attached
Appendix JJ	Summary Personnel Report	Attached
Appendix KK	2003 Annual Report of the Distinguished Professors Endowment Trust Fund	Attached
Appendix LL	Report on Phased Retirement	Attached
Appendix MM	Report on Post-Tenure Revue	Attached