

5. *VOTE:* Request to Establish SAAO Tier I Position at UNCCH.....William Fleming

Situation: This is a request from UNC Chapel Hill to establish a Tier I Senior Academic and Administrative Officer (SAAO) position.

Background: UNC Chapel Hill requests to create a new Vice Chancellor of Commercialization and Economic Development position. The position would report directly to the Chancellor and serve as a member of the senior cabinet with a dotted line to the Executive Vice Chancellor and Provost.

Assessment: Guided by a five-year strategic plan, the University of North Carolina at Chapel Hill has made significant progress accelerating innovation and entrepreneurship across the campus. The Board of Trustees has made innovation and entrepreneurship a top priority. This proposed position will help UNCCH maximize their potential in the areas of economic development and commercialization. This individual would work to convert faculty-generated, university-owned intellectual property to research social and economic impacts for the State of North Carolina. The proposed salary range for this position is \$210,000 to \$330,000, which is based on maintaining equitable salary relationships with other peer positions at the University.

Action: This item is for a vote.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

CAROL L. FOLT
Chancellor

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

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carol.folt@unc.edu

November 18, 2014

Mr. William A. Fleming
Vice President for Human Resources
UNC General Administration
910 Raleigh Road
Chapel Hill, NC 27514

VIA EMAIL

RE: Proposed Vice Chancellor of Commercialization and Economic Development

I write this letter to request approval for the creation of a new Vice Chancellor position at UNC-Chapel Hill. This position would be an EPA Non-Faculty Tier I Senior Academic and Administrative Officer (SAAO), with the title of Vice Chancellor of Commercialization and Economic Development. The position would report directly to me, serve as a member of my senior cabinet, and also have a dotted line to the Executive Vice Chancellor and Provost.

Carolina has made significant progress in accelerating innovation and entrepreneurship across the campus, guided by a five-year strategic plan. This work spans undergraduate and graduate courses in innovation and entrepreneurship, accelerators for startups, collaborations with other institutions, and improvements in commercialization. We have created task forces made up of faculty, staff, and students who have conducted internal and external analysis and made recommendations on such areas as industry relations, commercialization, and innovation spaces. A clear indicator of our commitment is that the UNC-Chapel Hill Board of Trustees has made innovation and entrepreneurship a top priority.

While progress has been made, there is still great opportunity and the single most important recommendation to move us forward is the creation of this vice chancellor position. This senior leader will help us maximize our potential in the areas of economic development and commercialization of faculty-generated, university-owned intellectual property so that we can convert the university's research endeavors into social and economic impacts for our

State. This is a strategic priority for our campus and the new Vice Chancellor position described in the attached materials is a critical component.

Carolina faculty and researchers are working on a multitude of national and international challenges, including, but not limited to: a cure for AIDs; eradicating certain types of cancer; extending the life expectancy of children born with cystic fibrosis; understanding the causes of autism; devising drugs that protect healthy cells from the effects of radiation therapy; and numerous other cures and treatments in medicine. Equally, Carolina is addressing other major societal challenges by creating products such as an onsite sophisticated testing kit that gives instant results on water quality and the development of new sanitary latrine systems, clean air machines, and clean energy products. We see it as our responsibility, as a major public research university, to do all that we can to develop new medical treatments and scientific methods that benefit society as a whole, and especially those persons who are most vulnerable and in need. There are also ample opportunities, as a byproduct of this research, to help foster the creation of new private sector entities that drive innovation and job creation for our State.

We are proposing the new Vice Chancellor position to provide a nexus for all commercialization and economic development activities on the campus. While some of these activities are presently part of the portfolio of our Vice Chancellor for Research, this organizational entity presently has a vast set of existing responsibilities, including: overseeing nearly \$800 million in contract research expenditures, responsibility for managing clinical trials, and supervision of more than 17 individual research centers and institutes. It is our belief that a separate Vice Chancellor role will provide the level of focus that is necessary to advance a highly visible and successful program of economic development and commercialization. In concert with the creation of this new Vice Chancellor position, the University's existing technology development unit will move from our Research Division into the newly planned Commercialization and Economic Development Division.

It is also our belief that the proposed Vice Chancellor position will signal the University as an institution worthy of the investment and involvement of key industry partners, venture capitalists, and other similar entities seeking a higher education partner for commercialization initiatives. As we are poised to enter Carolina's newly planned fundraising campaign, this executive-level position will be of particular interest to a group of alumni and University supporters that are uniquely positioned to help drive our success with regard to commercialization efforts.

Attached to this memorandum is a detailed job description and organizational chart. We would propose a salary range for this Vice Chancellor position of \$210,000 to \$330,000, which is based on maintaining an equitable salary relationship with several peer positions at the University in the areas of Information Technology and Communications and Public Affairs. This position is being created utilizing existing University funds.

Please let me know of any further information or steps needed to facilitate approval of this position.

Sincerely,

A handwritten signature in black ink, appearing to read "Carol L. Folt". The signature is fluid and cursive, with the first name "Carol" being more prominent.

Carol L. Folt
Chancellor

Attachments



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

BOARD OF TRUSTEES

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November 17, 2014

Dear Chancellor Folt,

The UNC-Chapel Hill Board of Trustees commends you for your leadership in the areas of advancing innovation and entrepreneurship at the University. From the time you arrived, you embraced the existing efforts, created new initiatives and worked to develop a robust innovation ecosystem, and have been committed to achieving even higher levels of outcomes for the university. In this area you have shown a particular understanding of an important frontier for us – commercialization and economic development. Working with the Board of Trustees, specifically with the Committee on Innovation and Impact, you have prepared the university to take a major step toward having even greater social and economic benefit for the citizens of North Carolina.

The Board of Trustees strongly supports your plans to create a new vice chancellor of commercialization and economic development position. This work is especially important for Carolina since much of our intellectual property is focused on improving health and helping save lives. The very nature of the work with its regulatory burdens, long timelines for development, and costly investments required, makes commercialization particularly challenging at UNC-Chapel Hill.

Successful translation improves the human condition, helps protect the environment, and creates economic prosperity for North Carolina. Further, doing commercialization well and consistently over time contributes to an ongoing culture of innovation, which will set the stage for more contributions to come. In addition to commercializing university intellectual property, UNC is committed to partnering with others to improve economic conditions throughout the state in a variety of ways, using the talents of people across the campus.

We understand that the new vice chancellor will develop and implement a comprehensive process for moving university intellectual property (IP) to the marketplace, and will work with experts in economic development across campus to create and implement a strategy for maximizing UNC's

opportunities in partnership with local, regional, and state economic development officials. Further, this person will lead in conjunction with the Vice Chancellors of Development and Research a major focus on developing industry relations.

We strongly believe that the time is right to create this position and to adequately fund and staff this for the future. The Board of Trustees has three priorities one of which is innovation and impact. Under the leadership of Phil Clay, that committee submitted to university leadership a series of questions that were responded to by the Administration. Due to the work of this subcommittee, the Board has a more in-depth understanding of the issues, the barriers, and the opportunities to commercialization and its benefit to the public.

Under your leadership, the campus has engaged in several strategic planning initiatives around commercialization including task forces on commercialization and on industry relations, all of this in alignment with the *Innovate Carolina Strategic Roadmap*. Now is the time to move from analysis to implementation. Your plans for this new department will put in place the mechanisms and the resources to identify important ideas from faculty, staff, and students and surround those ideas with the nurturing talent that is required to move those ideas forward. Having a high-level office that focuses solely on translation will finally allow Carolina to excel in this area. The potential return to the public is vast and will come in social and economic benefits.

We look forward to working with you closely on the implementation of this most important aspect of research, teaching, and service. The Board will assist in any way it can. Thank you for your leadership and your dedication as a champion of this important area.

Sincerely,

A handwritten signature in black ink, appearing to read 'W. Lowry Caudill', written in a cursive style.

W. Lowry Caudill, Ph.D.
Chair, UNC-CH Board of Trustees

The University of North Carolina at Chapel Hill
Office of Human Resources

EPA NON-FACULTY POSITION DESCRIPTION FORM

Position #:	TBD	
Position Title:	Vice Chancellor for Commercialization and Economic Development	
EPA Non-Faculty Classification	Senior Academic and Administrative Officer Tier I	
Reports To	Chancellor	
Position Summary		
<p>The Vice Chancellor is a member of the Chancellor's cabinet and serves as the University's principal executive in the areas of commercialization and economic development. This includes optimizing the university's systems for practical innovation and the licensing of intellectual property and to focus the University's capabilities and resources to grow North Carolina's economy and competitiveness by leveraging the work products of key faculty and staff researchers. The Vice Chancellor will provide senior-level oversight to the Office of Technology Development and other University offices as may be assigned to support the University's commercialization and economic development initiatives.</p>		
Principal Functions		
#	%	Description
1	20	Plan and operationalize University policies, procedures, and protocols that incentivize, reward, and enable faculty and staff to work on commercialization of University and externally sponsored research. This includes developing support mechanisms that assist faculty and other principal investigators in identifying research that has commercialization potential and facilitating the process of documenting and protecting resulting intellectual property.
2	20	Provide advocacy and leadership to assure that the University's research and educational resources are leveraged to positively contribute to the economic development of the State of North Carolina. This includes connecting and partnering with local government and State officials, as well as corporate leaders to explore opportunities for University collaboration and partnership in advancing the State's economic development agenda.
3	20	Facilitate the identification and development of productive partnerships between the University and both private and non-profit/public sector entities that provide equity and/or proof of concept funding and/or awards for commercialization of University-developed technology. These efforts are focused on helping early-stage ideas to become investor-ready and better positioned to fully achieve commercialization potential.
4	20	Provide executive oversight to the Office of Technology Development and other units as may be assigned by the Chancellor. The Vice Chancellor establishes standards of work and performance expectations for executive subordinates; monitors individual and unit-level performance, and takes corrective action as appropriate to assure unit goals and objectives are accomplished.
5	20	Serve as the Chancellor's principal advisor with regard to issues of commercialization and economic development. The Vice Chancellor will ensure that the Chancellor benefits from a variety of viewpoints on critical strategy and operational decisions and that executive decision making takes into account commercialization and economic development needs and priorities. The position incumbent is expected to serve as an active member of the Chancellor's senior leadership team and contribute opinions and expertise on a wide range of subjects, both relevant to and outside of the incumbents assigned areas of responsibility.
Educational Requirements		
Master's degree required; terminal degree in area of professional expertise strongly preferred.		

The University of North Carolina at Chapel Hill
Office of Human Resources

EPA NON-FACULTY POSITION DESCRIPTION FORM

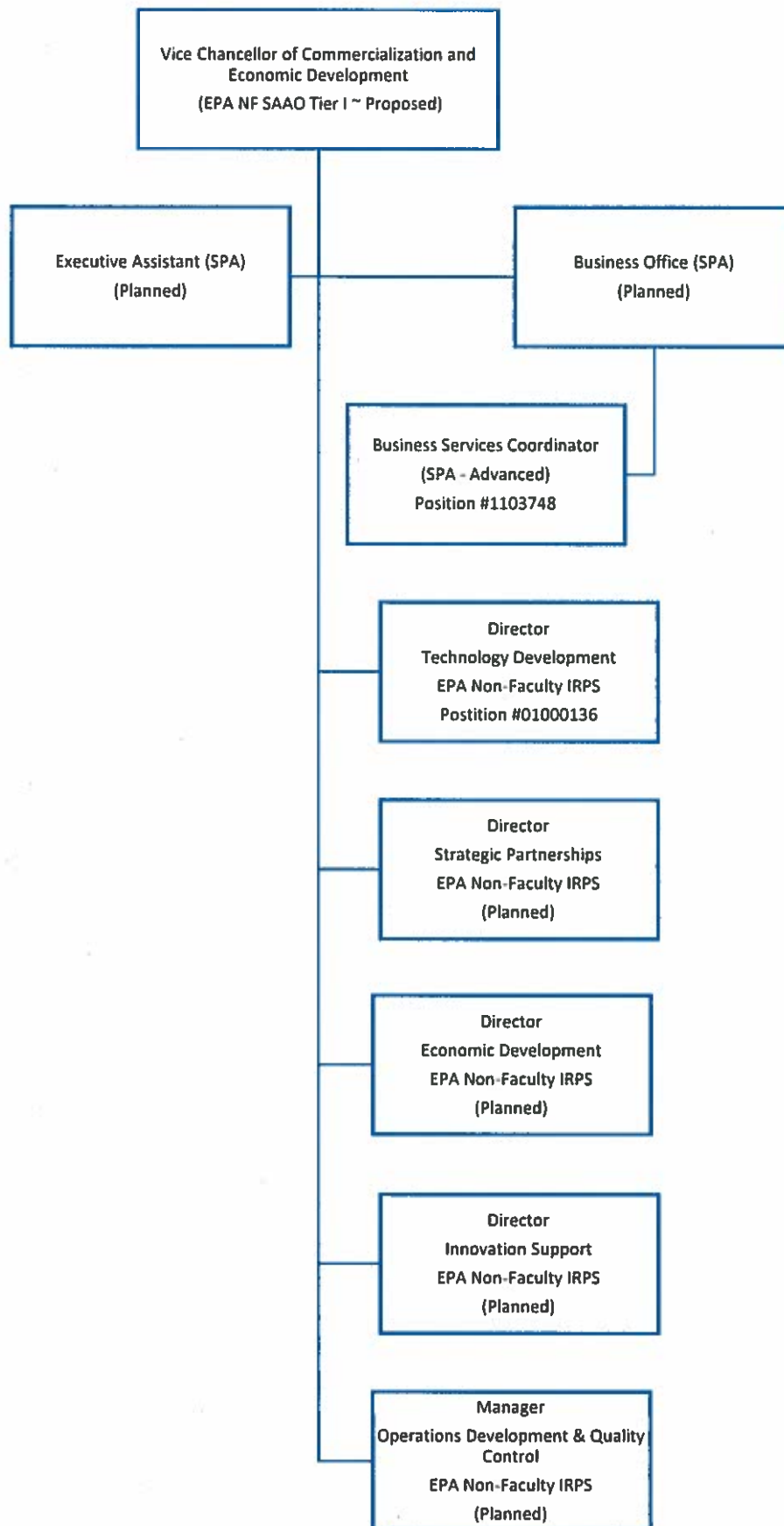
DEPARTMENT #:		POSITION #:	
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	Qualifications & Experience Requirements
	10 years or greater of senior leadership experience in a complex non-profit, business or governmental setting similar in complexity to UNC-Chapel Hill that demonstrates substantial background and expertise in commercialization, innovation, entrepreneurship, and economic development. The successful candidate must be capable of developing strong partnerships and collaborations that promote a culture of innovation and entrepreneurship across the University and which positively impact the advancement of commercialization and economic development capabilities within the institution. A deep and comprehensive understanding of the mission, culture, and structure of a major research University is essential as is the ability to leverage the University's physical and intellectual assets to promote and advance greater societal interests.
	Proposed JCAT and CUPA Code
	TBD

	Salary Range: \$210,000 to \$330,000
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University of North Carolina at Chapel Hill
Commercialization and Economic Development Division

Organizational Chart – December, 2014



**The University of North Carolina General Administration
EPA Designation Request Form**

Institution: University of North Carolina at Chapel Hill

Division/School/Department: Commercialization and Economic Development

EPA Designation Requested:

- ☒ Senior Academic and Administrative Officer, I.A.* (SAAO, Tier I)
☐ Senior Academic and Administrative Officer, I.B.* (SAAO, Tier II)
☐ Instructional, Research and Public Service (IRPS)

Proposed Position Information:

Proposed Title: Vice Chancellor of Commercialization and Economic Development

Proposed Working Title (if different): N/A

Proposed Position Number: TBD Proposed JCAT Code: 117x00

Current Status: ☐ SPA ☐ EPA ☒ New Position

Current Position Information (if applicable)

Current Title: N/A

Name of employee in position: _____

Name and title of supervisor: _____

Institutional Authorization:

Print Name: Matthew S. Brody Title: Assoc. VC for Human Resources

Signature:  Date: 11/17/2014

Mailing Address: 104 Airport Drive, Campus Box 1045

Mailing Address 2: Chapel Hill, NC 27599

Telephone: 919-962-2897 Fax: 919-962-8677 Email: matt_brody@unc.edu

Electronically submit completed form with the following required documentation scanned into a single PDF package:

- ☒ A written justification for requested action to include specific reference to relevant elements in SAAO definition or Instructional/Research definitions.
☒ A detailed position description.
☒ An organizational chart that includes position titles, position numbers, position designations (SPA, EPA, SAAO), and employee names.

Submit to: hrab@northcarolina.edu

Questions to: Keith Dupuis, HR Consultant, (919) 843-5479, kedupuis@northcarolina.edu