



Educational Planning and Programs Committee

August 1, 2024

AGENDA

- | | | |
|-----|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| (1) | Call to Order | Trustee Perry Chappell |
| (2) | Statement from State Government Ethics Act | Trustee Perry Chappell |
| (3) | Approval of Minutes from April 25, 2024 | Trustee Perry Chappell |
| (4) | Update Report from Faculty Senate | Dr. Colleen Reilly, President |
| (5) | Academic Affairs Report | Provost James J. Winebrake |
| | a. Enrollment Update | Associate Provost Cynthia Demetriou |
| | b. Updates to Reappointment, Tenure, and Promotion (RTP) | Provost James J. Winebrake |
| (6) | Student Affairs Report: Housing Update | Vice Chancellor Christine Reed Davis
and Director of Housing & Residence
Life Kevin Meaney |
| (7) | Old Business | Trustee Perry Chappell |
| (8) | New Business | Trustee Perry Chappell |
| (9) | Adjournment | Trustee Perry Chappell |

AGENDA ITEM

Approval of April EPPC Meeting Minutes, by EPPC Chair Perry Chappell

Situation:

Approval of the minutes from the April 25, 2024 EPPC committee meeting.

Background:

N/A

Assessment:

N/A

Action:

This item requires a vote by the committee.

Supporting Documentation:

Draft Educational Planning and Programs Committee Minutes from the April 25, 2024 meeting.

DRAFT

Educational Planning and Programs Committee

Board of Trustees—The University of North Carolina Wilmington

Thursday, April 25, 2024, 12:45 p.m. Burney Center C

MINUTES

Chair Chappell called the meeting to order at 12:45 p.m. in person.

The following members in attendance: Mr. Earl Caison, Ms. Perry Chappell, Mr. Jeff Clark, Mr. Malcom Coley, Mr. Carlton Fisher, Dr. Yousry Sayed, Mr. Kevin Sills, Mr. Skyler Stein, Dr. Jimmy Tate and Dr. Aldona Ros were present. Dr. Aswani Volety, Chancellor; Vice Chancellors Mr. Eddie Stuart, University Advancement; Mr. Miles Lackey, Business Affairs and Vice Chancellor Dr. Christine Reed Davis, Student Affairs, represented the university. Deans attending were: Interim Dean Dr. Carol McNulty, Watson College of Education and Founding Dean Dr. Ronald Vetter, College of Science and Engineering. Also attending were other university administrative personnel.

The meeting moved into the Business portion of the meeting. Chair Chappell read the Conflict of Interest Policy to all and asked if anyone had a conflict of interest. No such conflicts from the Board members were noted for the open session.

Chair Chappell asked Ms. Sharon Lindgren to call the Roll and it was determined that a quorum was present.

A motion was made to approve the February 8, 2024 meeting minutes and the minutes were unanimously approved.

Chair Chappell introduced Dr. Winebrake, Provost and Vice Chancellor Academic Affairs who introduced Dr. Colleen Reilly, Faculty Senate President.

Dr. Colleen Reilly presented the Faculty Senate report. She provided updates on the activities of the Faculty Senate since February 2024 and upcoming priorities of the Senate.

Provost Winebrake presented the Academic Affairs report which included enrollment trends by program. He also presented information regarding new System Office action that will require BOT approval. Those actions include new faculty workload policy; new requirements to ensure learning outcomes on the “foundations of American democracy” are included in every students’ curricular pathway; and new academic program review policy.

Dr. Winebrake then introduced Dr. Christine Reed Davis, Vice Chancellor Student Affairs, who provided brief updates on recent activities and highlights for the Division of Student Affairs. She then introduced Ms. Katie Krieger, Director – Disability Resource Center who presented on Disability Resource Center services.

Chair Chappell thanked everyone for their presentations and information.

At 1:45pm Chair Chappell asked if there was any old, unfinished or new business to address. Hearing none, a motion was made to adjourn the session.

Chair Chappell

Date Approved

AGENDA ITEM

Faculty Senate Update Report by Dr. Colleen Reilly, Faculty Senate President

Situation:

Update on the activities of the Faculty Senate since the April BOT meeting and priorities for the next academic year.

Background:

N/A

Assessment:

N/A

Action:

This item is for information only.

Supporting Documentation:

Faculty Senate PowerPoint Presentation, to be included in EPPC PowerPoint.

This document is intended for print purposes. If you need this in another format, please contact the Office of the Provost at 910-962-4032 or provost@uncw.edu.





Educational Planning and Programs Committee (EPPC)

UNCW Board of Trustees

Overview

- Welcome and Call to Order
- Update Report from Faculty Senate
Colleen Reilly, Ph.D., Professor and Faculty Senate President
- Academic Affairs Report
James J. Winebrake, Ph.D., Provost and Vice Chancellor for Academic Affairs
- Student Affairs Report
Christine Reed Davis, Ed.D., Vice Chancellor for Student Affairs
- Discussion / Q&A





Faculty Senate Report

Dr. Colleen Reilly

President of Faculty Senate

Faculty Senate Report

Dr. Colleen Reilly
Professor of English
Faculty Senate President



Faculty Senate Actions since April 2024

- Appointed and charged the Ad Hoc Faculty Senate Committee addressing the Foundations of American Democracy (UNC 400.1.5 Fostering Undergraduate Student Success)
- Worked with Undergraduate Education and Faculty Affairs and Institutional Effectiveness to update the RTP application form in response to Faculty Senate motions and develop a Watermark Report option
- Reviewed changes to the Faculty Handbook required by FS motions passed last year



Faculty Senate plans for Fall 2024

- Work with the Office of the Provost to prepare UNCW's response and approach to policy changes and new regulations from the SO, including
 - Post-Tenure Review
 - Teaching Effectiveness (piloting our new platform in Fall 2024)
 - Academic Program Planning
 - Faculty Workload





Academic Affairs Update

Dr. James J. Winebrake

Provost and Vice Chancellor for Academic Affairs

Academic Affairs Update

Overview

- Highlights and Updates
- Enrollment Update
- Updates to Reappointment, Tenure, and Promotion (RTP)

Leadership Updates



Dr. Tracy Linderholm

Dean
Watson College of Education

[Read more.](#)



Mr. Matthew Rish

Associate Provost
Administration and Resource
Management

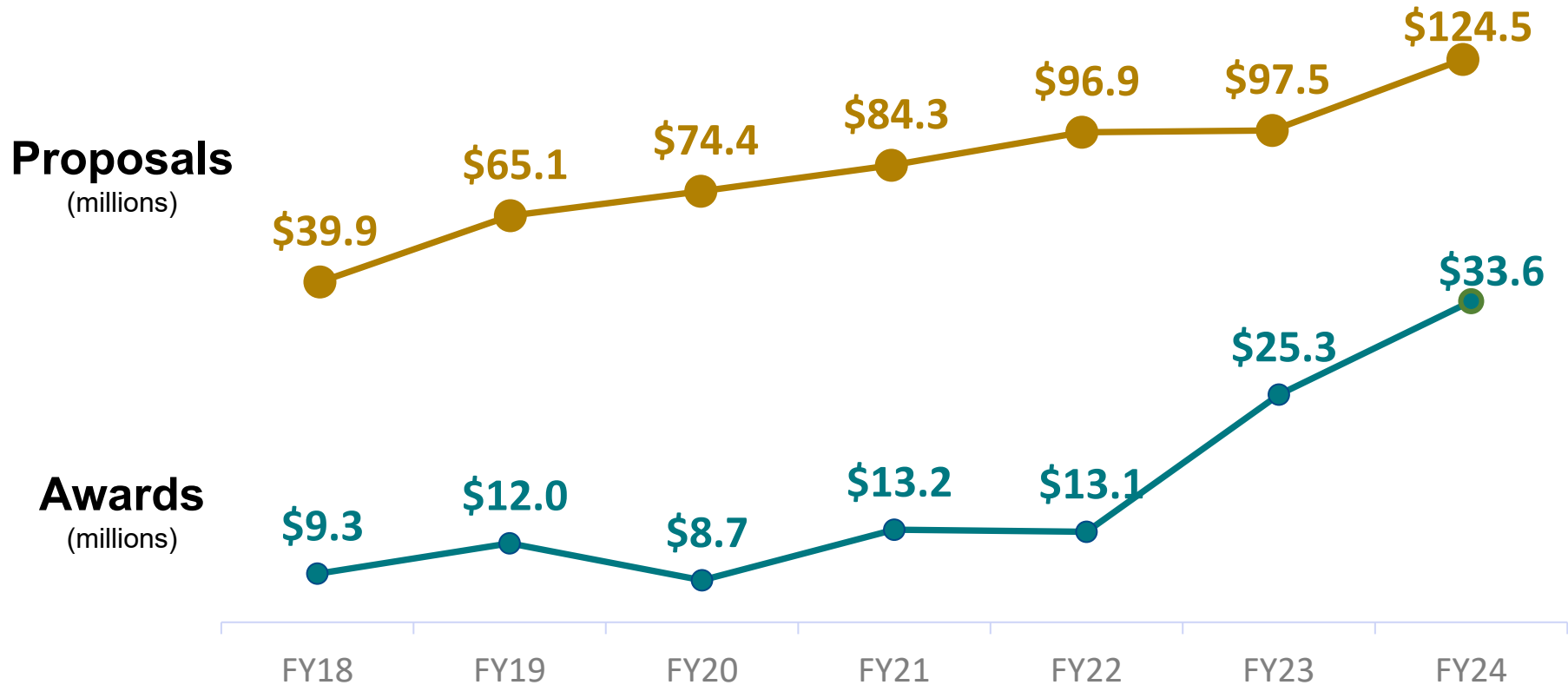
[Read more.](#)



Dr. Justine Reel

Interim Associate Provost
Research and Innovation

Sponsored Program Performance



More than **\$115 M** total new awards since being designated a **Research University** in 2018.



Key Initiatives for Academic Year (AY) 2024-25

- AA initiatives that respond to System Office regulations:
 - *Regulation on Faculty Workload*
 - *Regulation on Performance Review of Tenured Faculty (Post-tenure Review)*
 - *Policy on Academic Program Planning*
 - *Policy on Fostering Undergraduate Student Success (Foundations of American Democracy)*
 - *Regulation on Teaching Effectiveness in the University of North Carolina*
- Other initiatives for AY24-25

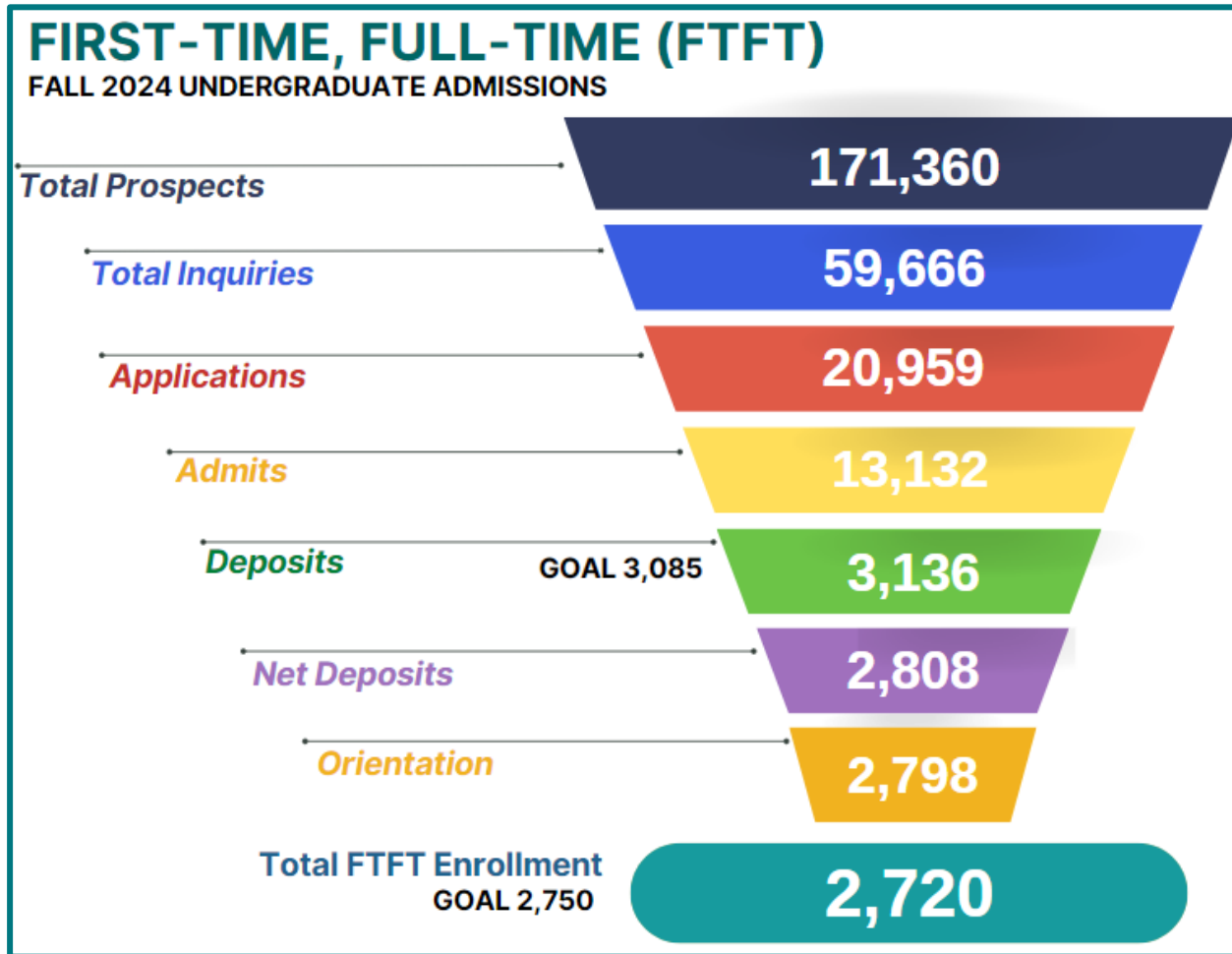
Enrollment Update

Dr. Cynthia Demetriou

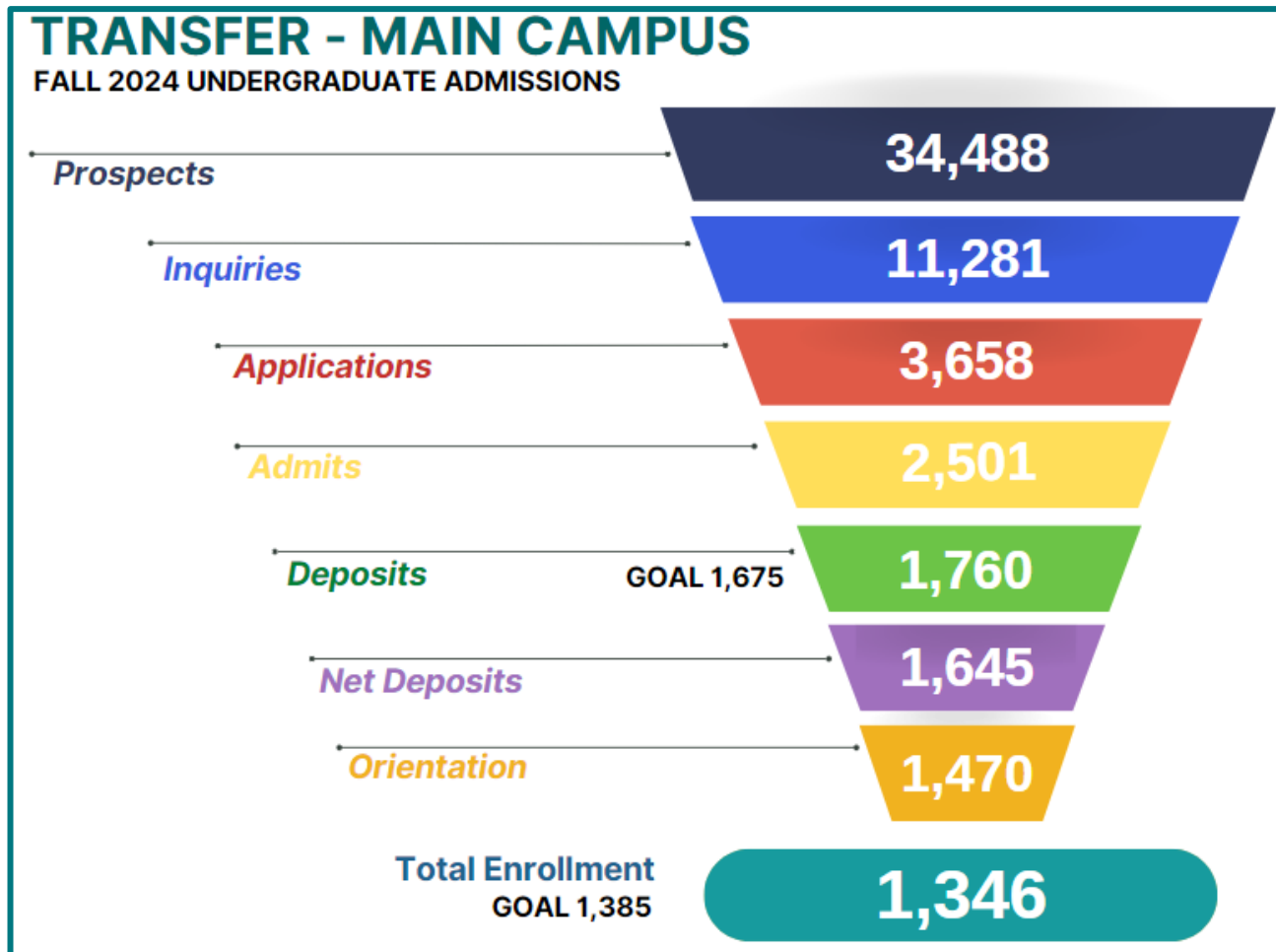
Associate Provost for Student Engagement, Enrollment, and Retention



Enrollment Update: FTFT Admissions Funnel



Enrollment Update: Transfer Admissions Funnel



Enrollment Update: Cohort Persistence Rates

First-time, Full-time Cohort Persistence Rates Year over Year Comparison 35 Days to Fall Census

	Fall 2023	Fall 2024	Change
Persistence to 2nd Year	85.3%	88.8%	+3.5%
Persistence to 3rd Year	75.7%	78.5%	+2.8%
Persistence to 4th Year	72.0%	73.1%	+1.1%

NOTE: Persistence Rates include students fall enrolled or graduated.

Data provided July 31, 2024.



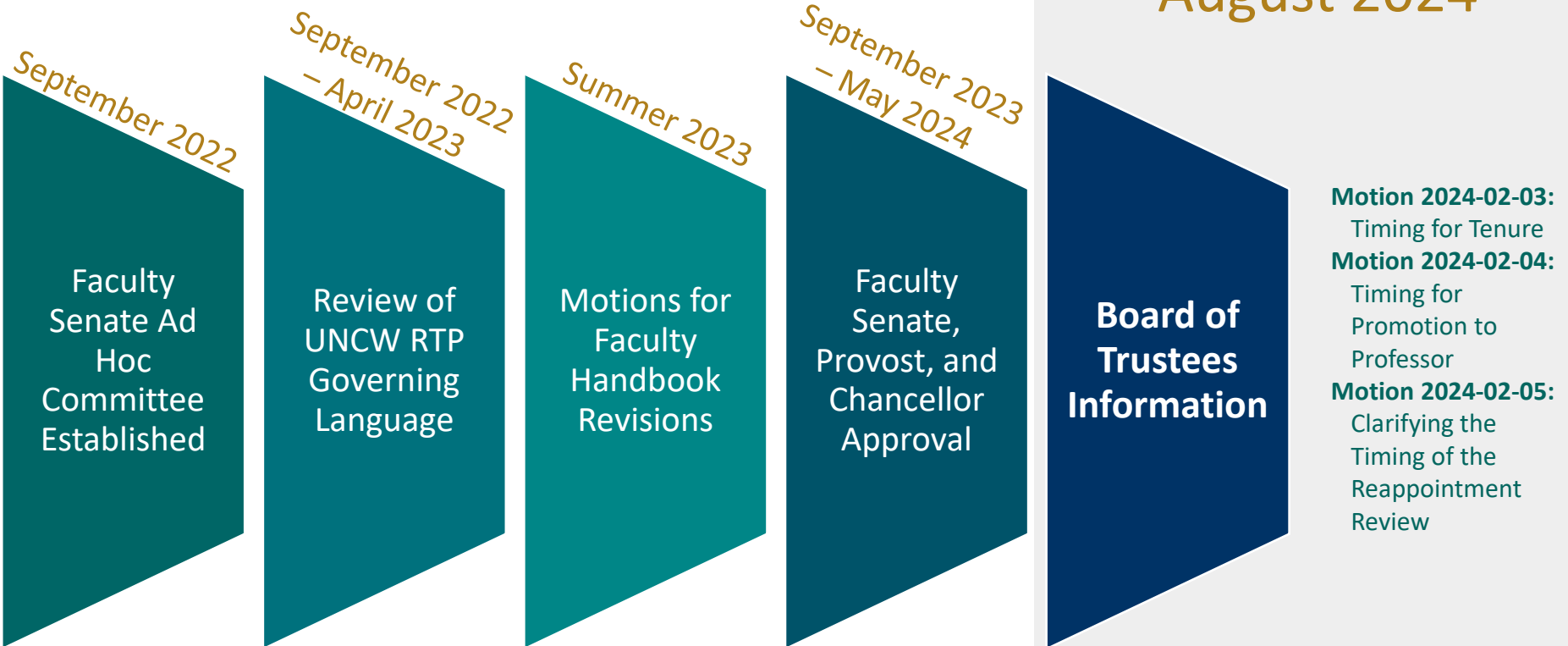
Informational Item: Updates to Reappointment, Tenure, and Promotion (RTP)

Dr. James J. Winebrake

Provost and Vice Chancellor for Academic Affairs



Background on RTP Review



Motion 2024-02-03: Timing for Tenure

Brief Summary: This update provides clearer guidance for faculty who are applying for tenure prior to their mandatory date, as well as senior faculty reviewers and administrators preparing recommendation letters to be included in the dossiers. Included is the requirement that each academic unit to define what “an extraordinary record of achievement in teaching, research, and service” means, to eliminate the current widespread confusion over what “extraordinary” means.

This update will replace the governing language in Faculty Handbook Chapter IV.A.Article IV.c.1(b), located on page 50, with the language proposed in this motion. *Red-line for this change is provided in the supporting document.*

Faculty Senate action: Approved.

Provost action: Approved.

Chancellor action: Approved.



Motion 2024-02-04: Timing for Promotion to Professor

Brief Summary: This update will clarify that a tenured associate professor may apply for promotion to professor after a minimum of five years in rank, allowing the faculty member to demonstrate a record of continued contributions and/or recognition in their field over a sustained period after achieving tenure status.

Additionally, associate professors who have accumulated a *truly extraordinary* record may apply after three years. This governing language update requires that each academic unit must define what constitutes as “extraordinary”.

This update will add governing language in Faculty Handbook Chapter IV.A.Article IV.e, located on page 55. *Red-line for this change is provided in the supporting document.*

Faculty Senate action: Approved.

Provost action: Approved.

Chancellor action: Approved.



Motion 2024-02-05: Clarifying the Timing of the Reappointment Review

Brief Summary: This update will clarify that the reappointment review should take place early in the sixth semester of the initial four-year faculty member contract.

This update will edit the governing language in Faculty Handbook Chapter IV.A.Article IV.c.2(a), located on pages 50-51.

Faculty Senate action: Approved.

Provost action: Approved.

Chancellor action: Approved.





Discussion / Q&A

Educational Planning and Programs Committee (EPPC)

UNCW Board of Trustees

AGENDA ITEM

Enrollment Update, provided by Dr. Cynthia Demetriou, Associate Provost for Student Engagement, Enrollment, and Retention (SEER).

Situation:

Overview of current UNCW enrollment status.

Background:

Dr. Cynthia Demetriou will provide the Board an update on enrollment status as of meeting date, including expected numbers of first year students, new transfer students, and new graduate students, as well as overall enrollment expectations.

Assessment:

N/A

Action:

This item is for information only.

Supporting Documentation:

Academic Affairs PowerPoint presentation, to be included in the EPPC PowerPoint.

AGENDA ITEM

Updates to UNCW Faculty Handbook Related to Reappointment, Tenure, and Promotion (RTP), provided by Dr. James J. Winebrake, Provost and Vice Chancellor for Academic Affairs.

Situation:

In partnership with the Faculty Senate, the Office of the Provost has updated institutional governing documents on RTP to increase consistency and clarity and satisfy new UNC System Office (SO) requirements. Additionally, per the UNC Policy 400.3.1 VI.D, institutions are required to review their institutional policy at least every five years and submit a copy of that review and any changes made to the SO President.

Background:

During the 2023 –2024 academic year, the Faculty Senate considered and approved recommendations from the Faculty Senate Ad Hoc Committee on RTP that affect RTP guidance at UNCW. In addition, regulations from the UNC SO on Teaching Effectiveness and Post-Tenure Review (600.2.5.2[R], 400.3.1.1[R], and 400.3.3.1[R]) were adopted by the Board of Governors in March.

In the conducted review of UNCW governing language on RTP, updates in the following areas were passed as motions by the Faculty Senate: clarifying the contract period after reappointment; timing for tenure; timing for promotion to Professor; clarifying the timing of the reappointment review; clarifying the timing of appeals; and others.

Assessment:

N/A

Action:

This item is for information only.

Supporting Documentation:

UNC Policy 400.3.1

(3) Approved Faculty Senate Motions: Motion 2024-02-03, Motion 2024-02-04, Motion 2024-02-05

Teaching Effectiveness in the University of North Carolina

- I. Purpose. North Carolina G.S. 116-1(b), declares that the mission of the UNC System “...is to discover, create, transmit, and apply knowledge to address the needs of individuals and society” and further specifies that “Teaching and learning constitute the primary service that the university renders to society. Teaching, or instruction, is the primary responsibility of each of the constituent institutions.” Consistent with the directive set forth in state law, the UNC Board of Governors has established the expectation that teaching “...should be the first consideration of all UNC institutions.” The University of North Carolina, therefore, has a primary obligation to provide undergraduate and graduate education of the highest quality. This policy provides the basis for the constituent institutions to formulate policies and processes that ensure, recognize, and reward teaching effectiveness.
- II. Scope. This policy applies to full-time tenured and continuing faculty, as defined in Chapter VI of the Code, whose workload plans include teaching.
- III. Definitions.
 - A. Teaching involves a variety of activities that communicate the knowledge and values and impart the skills necessary for individuals to lead responsible, productive, and personally satisfying lives. Such activities include, but are not limited to, the instruction of organized courses, evaluating students, developing materials for new courses, updating materials for existing courses, developing courseware or other materials for technology-based instruction, supervising undergraduate research and masters’ theses and doctoral dissertations, directing students in co-curricular activities such as plays, preparing and equipping new laboratories, supervision of teaching assistants, supervision of internships and other experiential learning, academic advising, mentoring, providing accommodations to students with respect to their mental health or physical needs, and other activities that support student success.
 - B. Teaching Effectiveness means providing student-centered learning and assessment experiences in line with clearly articulated learning objectives that are relevant to the discipline and the course. It models and fosters critical, analytical, and creative thinking, while both engaging and supporting students cognitively, emotionally, and behaviorally. Effective teaching ensures all students can participate fully and implements regularly revised content via pedagogical techniques that are current, research-informed, and rigorous.
 - C. Annual Evaluations, as defined in UNC Policy 400.3.4, *Policy on Faculty Workload*, Section III. B., are a review of the work of a faculty member by the department chair/head or equivalent relative to the faculty member’s approved work plan as defined in UNC Policy 400.3.4, Section III. C., and the faculty member’s self-assessment.
 - D. Student Feedback includes, but is not limited to, instruments used to gather anonymous responses regarding a student’s experience of a course, including items such as course organization, course materials, teaching methods, and interaction with the instructor of record.

E. Peer Assessment is a process conducted by faculty peers using elements such as observation of instruction, review of teaching portfolios, and discussions regarding pedagogical goals and methods, to continue to develop a faculty member's instructional skill and practice.

F. Self-Assessment is a process of deliberative review and critical evaluation of one's own work, while identifying specific strategies for improvement. Self-assessment shall be designed to provide a summative review of the faculty member's teaching as well as to identify formative strategies to continue developing skill in teaching.

G. Post Tenure Review, pursuant to UNC Policy 400.3.3, *Performance Review of Tenured Faculty*, is a comprehensive, periodic, cumulative review of the performance of tenured faculty members that shall encompass and include the use of annual evaluations.

IV. Required Elements for Developing Institutional Policies and Processes on Teaching Effectiveness.

A. Each institution shall establish policies and processes that define, encourage, and measure teaching effectiveness in accordance with the mission of the institution. Institutions may consider the specific requirements of colleges, schools, departments, other academic units, and academic disciplines in establishing these policies.

B. Faculty whose work plans include teaching shall be required to demonstrate teaching effectiveness in accordance with applicable institutional policies. Institutions shall use multiple inputs to assess a faculty member's teaching effectiveness and to further develop a faculty member's instructional practice. At the minimum, inputs shall consist of: (1) peer assessment, (2) student feedback, and (3) self-assessment. These inputs shall be utilized, as appropriate, in annual evaluations and comprehensive reviews, including reviews for promotion and post-tenure reviews or reviews for extension of appointment, if applicable.

C. The constituent institutions shall train faculty members, department chairs, academic unit heads, deans, and other administrators on how to effectively use these inputs to enhance pedagogy, the student learning experience, and student academic success.

D. Constituent institutions shall offer and encourage professional development opportunities for all faculty members focused on teaching effectiveness.

E. Constituent institutions shall develop appropriate rewards in recognition of teaching excellence.

F. The University of North Carolina System Office shall create and maintain an electronic resource center related to teaching effectiveness in personnel decision making to support constituent institutions in developing training regarding upholding these principles.

V. Outcome and Update Requirements.

A. In policy and procedures, constituent institutions shall ensure that teaching effectiveness is a component of all reviews of faculty whose workload plans include teaching, including annual faculty evaluations, reappointment and promotion considerations, and post-tenure review.

B. The chief academic officer at each institution, however titled, shall work with faculty via the representative body of the faculty to review and update, as needed, policy and procedures on teaching effectiveness on a regular timeline in accordance with appropriate institutional policies.

VI. Other Matters.

A. Effective Date. The requirements of this policy shall be effective with the 2024-2025 academic year. Institutions shall have internal policies in place at the beginning of that academic year.

B. Relation to Federal and State Laws. The foregoing policy as adopted by the Board of Governors is meant to supplement, and does not purport to supplant or modify, those statutory enactments which may govern or relate to the subject matter of this policy.

C. Regulations and Guidelines. This policy shall be implemented and applied in accordance with such regulations and guidelines as may be adopted by the president.

D. Periodic Review. Each institution shall review their institutional policy at least every five years and submit a copy of that review and any changes made to the president.

E. Approvals. All policies and procedures required under this policy must be submitted by the constituent institutions to the UNC System Office and approved by the president.

*Supersedes and replaces the prior UNC Policy 400.3.1, "Tenure and Teaching in the University of North Carolina" as this version was approved by the Board of Governors on January 25, 2024.

Faculty Senate, University of North Carolina Wilmington

Motion 2024-02-03_revised

Timing for Tenure

1. **Maker:** RTP Ad Hoc Committee
2. **Dates discussed in Faculty Senate:** February 20, 2024; March 26, 2024
3. **Rationale:**

The Faculty Handbook requires a minimum of two years at UNCW before one goes up for tenure. The Handbook also states that “applications prior to the 5th year must be accompanied by a record of extraordinary teaching, scholarship, and service” at UNCW. There is widespread confusion over what “extraordinary” means. Furthermore, the RTP Ad Hoc Committee had concerns over whether an extraordinary record of teaching, scholarship, and service could be achieved in only two years. UNCW needs clearer guidance for faculty who are applying for tenure prior to their mandatory date and for senior faculty reviewers and administrators preparing recommendation letters to be included in the dossiers.

4. **Motion:**

CH IV.Article IV.c.1.(b)

Current

~~b. Faculty hired as assistant professors on the tenure track may apply for permanent tenure after completing a minimum of 2 years of probationary service as assistant professors at UNCW. Applications submitted prior to the fifth year must be accompanied by a record of extraordinary teaching, scholarship, and service at UNCW. Special consideration will be given for a strong record of relevant professional accomplishments at another institution. Applicants are advised to consult with their department/school when making the decision to apply for permanent tenure.~~

Proposed

- Assistant Professors who have not previously served in a tenure-track position, or who have served in tenure-track position for less than two years, must go through the mandatory reappointment process early in the sixth semester of employment. The timelines for Assistant Professors previously serving two or more years in other types of full-time academic roles (i.e., clinical track, lecturer, visiting professor, etc.) may be adjusted at the discretion of the unit leader.

The requirement to go through reappointment applies only to faculty hired after this policy is fully approved.

Faculty hired prior to the approval of this policy as assistant professors on the tenure track may apply for permanent tenure after completing a minimum of 2 years of probationary service as assistant professors at UNCW. Applications submitted prior to the fifth year must be accompanied by a record of extraordinary teaching, scholarship, and service at UNCW. Special consideration will be given for a strong record of relevant professional

accomplishments at another institution. Applicants are advised to consult with their department/school when making the decision to apply for permanent tenure.

- Ordinarily, an assistant professor will apply for promotion to associate professor with tenure no later than early in the eleventh semester of employment. However, an assistant professor who has accumulated an extraordinary record of achievement in teaching, research, and service would be eligible to apply for permanent promotion and tenure as early as the academic year following a successful reappointment. Each unit must define what constitutes “extraordinary achievement” in each category in order to enact this policy.
- An assistant professor who has served two or more years in a tenure-track position at a previous institution and has accumulated an extraordinary record of teaching, scholarship, and service may apply for promotion and permanent tenure after completing a minimum of two years of probationary service as an assistant professor at UNCW, but no later than early in the eleventh semester of employment. Each unit must define what constitutes “extraordinary achievement” in each category in order to enact this policy.

5. **Senate action:** Approved.

6. **Necessary/requested effective date:** AY 2024–2025

Faculty Senate, University of North Carolina Wilmington

Motion 2024-02-04

Timing for Promotion to Professor

1. **Maker:** RTP Ad Hoc Committee
2. **Dates discussed in Faculty Senate:** February 20, 2024; March 26, 2024; April 16, 2024
3. **Rationale:**

Regarding promotion to professor, the Faculty Handbook is silent on timing. Additional guidance is needed in the Handbook related to expected time in rank as an associate professor before a candidate is eligible for promotion to professor. In many institutions, faculty are expected to have 5+ years of experience as an associate professor before being eligible for promotion to professor (although there can be exceptions for extraordinary performance). This allows a faculty member to demonstrate a record of continued contributions to their field and recognition in their field over a sustained period in a post-tenure environment.

4. **Motion:**

Proposed addition to appropriate place in CHIV.ArticleIV of the Faculty Handbook

A tenured associate professor may apply for promotion to professor after a minimum of five years in rank. Up to two years of serving in a tenured position at another institution may be counted toward this timeframe at the discretion of the unit leader.

In addition, associate professors who have accumulated a truly extraordinary record in all three categories may apply for promotion after three years in rank. Each unit must define what constitutes "extraordinary" in order to enact this policy.

5. **Senate action:** Approved.
6. **Necessary/requested effective date:** AY 2024–2025

Faculty Senate, University of North Carolina Wilmington

Motion 2024-02-05

Clarifying the Timing of the Reappointment Review

1. **Maker:** RTP Ad Hoc Committee
2. **Dates discussed in Faculty Senate:** February 20, 2024; March 26, 2024; April 16, 2024
3. **Rationale:**

The Handbook does not clarify the precise point in the initial contract at which the reappointment review should take place.

4. **Motion:**

~~Before the end of the third year~~ **Early in the sixth semester** of this appointment, the department chair/school director shall, after consulting with all assembled departmental/school senior members, recommend that the assistant professor be either reappointed for a second term of ~~three~~ **four** years or not reappointed. The new, 4-year contract will be effective in the following academic year and supersede the initial contract.

5. **Senate action:** Approved.
6. **Necessary/requested effective date:** AY 2024–2025

AGENDA ITEM

Housing Update; Dr. Kevin Meaney, Executive Director of Housing and Residence Life

Situation:

Dr. Kevin Meaney will provide an update regarding move-in, current occupancy numbers, and overflow housing.

Background:

A campus-wide work group was formed to analyze and reevaluate move-in procedures. Feedback and suggested improvements have been implemented for Fall 2024 move-in, specifically regarding efforts to reduce traffic congestion. Additionally, occupancy numbers and overflow housing plans will be reviewed, as the occupancy rate has increased 1.5% from Fall 2023 (as of July 8).

Assessment:

N/A

Action:

N/A

Supporting Documentation:

Student Affairs Presentation Slides



Housing Update

Dr. Kevin Meaney

Executive Director of Housing and Residence Life

Move-In Working Group



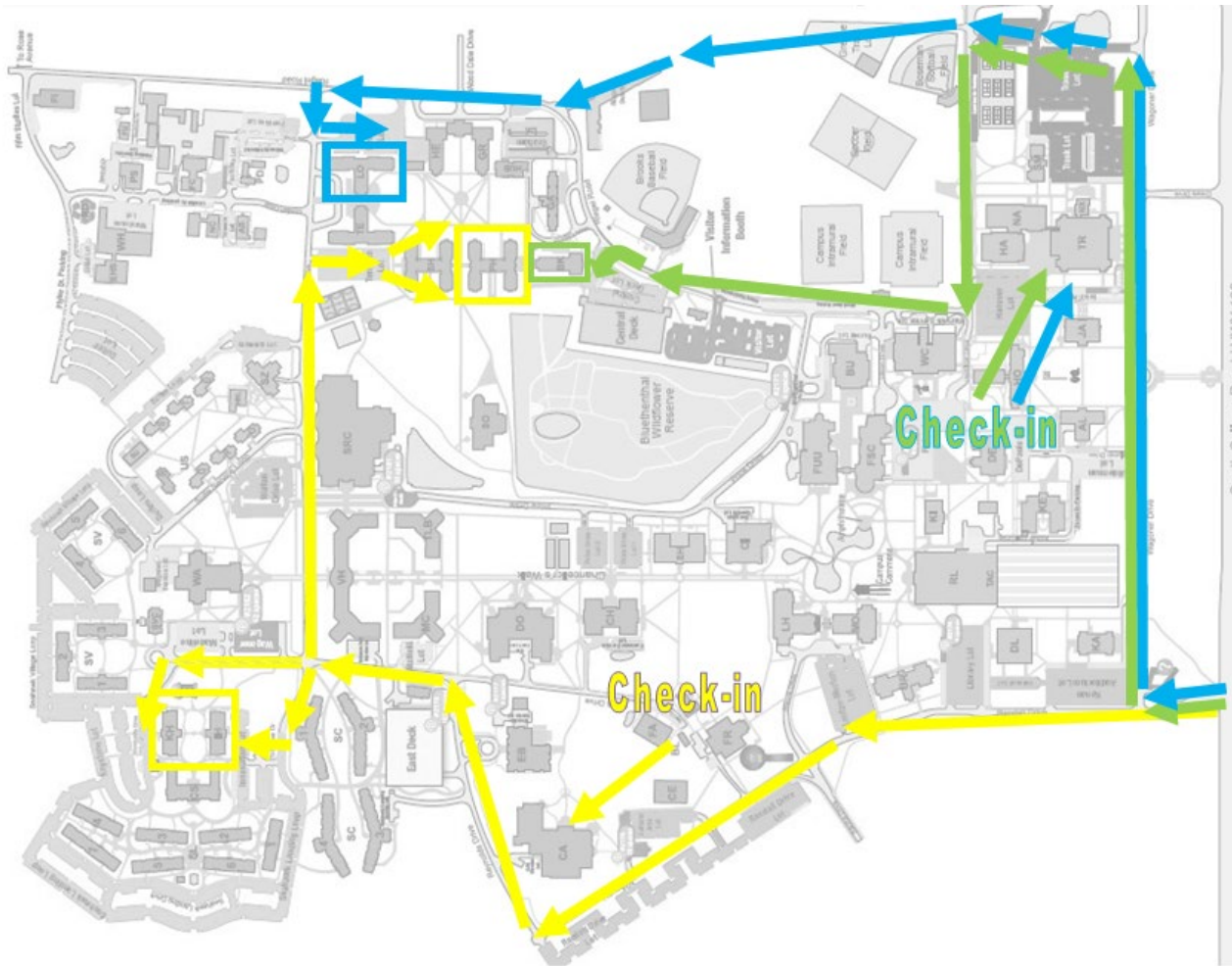
- Chief Brinkley and Dr. Meaney were charged with forming a campus-wide group to examine how UNCW might reduce traffic congestion and vehicle wait times during move-in.
- The working group met several times in the fall semester and developed a proposal for consideration by Vice Chancellors Reed Davis and Lackey.
- Feedback from the Vice Chancellors was incorporated into the plan and several improvements are being implemented for Fall 2024 move-in.

Move-In Fall 2024: Changes Implemented

- The Move-In Planning Committee has been expanded to include OUR, IT, and Facilities staff.
- Students and families are given a specific arrival window to help avoid an 8 am rush.
- UNCW Mobile will be utilized to provide up-to-date move-in information.
- Check-in will now be split between two different locations to allow for better traffic flow:
 - ✓ *Trask Coliseum*
 - ✓ *Cultural Arts Building*



New Traffic Routes



- College Road is on the far right
- **Green** and **Blue** routes check-in at Trask
- **Yellow** route checks in at CAB
- Traffic now split, using both the North and South sides of campus
- Less overlap of hall routes and better use of roadways

On-Campus Occupancy

Occupancy Fall 2024	
Total On-Campus Beds*	5,230
Contracts as of July 15	5,424
Delta Δ	194

**Includes 72 beds at Plato's Lofts*

- Interest in UNCW and on-campus housing is extremely high.
- Retention of First-Year class in 2023 is ~4% beyond UNCW's goal.
- Held 300 beds for incoming Transfer Students.
- Holding 150 beds for incoming International Students.



Expanded Housing

- We have assigned 170+ students to new spaces in: Cornerstone, Innovation, Keystone, Graham, Hewlett, Pelican, Sandpiper, and Schwartz.
 - *TV Lounges and Study Rooms*
 - *Triples being used as Quads*



Thank You!

Questions?



UNIVERSITY of
NORTH CAROLINA
WILMINGTON

BOARD of TRUSTEES