

## **Report of the Carolina North University Uses Advisory Group**

**May 28, 2003**

### Introduction and Charge

In November of 2002, Vice Chancellor for Research and Economic Development Tony Waldrop appointed the members of the University Uses Advisory Group (listed in Appendix A). The University Uses Advisory Group (hereafter the “UUAG” or “Group”) was charged with advising the Executive Committee on criteria for University programs that would advance the goals and objectives for Carolina North. That advice was to include recommendations on possible near-term and longer-range uses that may be located in Carolina North. The Group was asked to focus on the characteristics and criteria that generally would make given University activities suitable for location in Carolina North, and to recommend specific programs or activities to be located there.

The group met in four two-hour sessions on February 4<sup>th</sup>, March 27<sup>th</sup>, April 24<sup>th</sup>, and May 22<sup>nd</sup>. The meetings were well-attended and included non-member participants from the broader University community. As a result of those meetings, the UUAG has achieved consensus on the recommendations set forth in this report. Part A provides characteristics and criteria for University units to be located at Carolina North. Part B provides an illustrative list of existing or proposed University units that could be located in the first phase of development of the property. Part C provides some advice about next steps and the process for further deliberation within the University.

### A. Criteria for Selection of University Units

The **overriding criterion** for determining whether a given University unit should be placed at Carolina North is the importance of the unit to the University’s teaching, research and service missions. Just as the main campus houses those University functions that are closest to our core missions, we must select only those units that will complement and complete our core missions at Carolina North. Thus, the central test for locating a program or unit at Carolina North is that it serves a critical future need for UNC Chapel Hill for which Carolina North provides a better location than does the main campus. Therefore, units to be located at Carolina North may come from the humanities, the fine arts, the natural or social sciences, the professional schools, or any other program that is closely identified with the mission of the University. Stated another way, Carolina North should be considered a new UNC Chapel Hill campus that complements the main campus in all respects.

Consistent with this overriding criterion, the UUAG identified three specific criteria to weigh in making location decisions. There are, of course, opportunities created by the size and undeveloped nature of Carolina North that may argue for placement of units

there rather than on the main campus. **One criterion** for placement is to ask whether a given program or unit may function better *because* it is at Carolina North.

Presumably various types of units will be chosen for placement at Carolina North in the initial phase. The programs chosen initially should have sufficient critical mass to function semi-autonomously over the short term. In the long term, however, a **second criterion** is that we develop clusters of programs at Carolina North, in order to maximize synergy, collaborative development, and the additive value of proximity. These clusters may have broad themes such as applied sciences, North Carolina economic development, psychology and child development, or housing and recreation. Just as we have groupings on the main campus, we will achieve groupings at Carolina North.

A level of commercial development is anticipated at Carolina North, but all commercial development should fit neatly into one of two categories. The first type of commercial space will be quite limited, consisting of retail amenities to support those living and working at Carolina North. The second, larger type will consist of commercial enterprises that are integral to the University's research mission. A **third criterion** is that all commercial placement of the second type will be under some degree of ongoing University oversight (perhaps through some form of ownership, influence on programs, activities, etc.), have an academic unit as its sponsor, integrate with existing University programs, and create broad opportunities for faculty and student involvement in the commercial enterprise.

## B. Potential Units.

The Carolina North University Uses Advisory Group was also charged with developing a potential list of University activities for consideration by the Executive Committee for a first phase of University programs to be located in Carolina North.

The Group has developed the following examples of the types of units that may be appropriate for the first wave of Carolina North development. Three notes are important in reviewing this list. First, all units were suggested by the UUAG based on initial expressions of interest from the units themselves. Second, this is an initial, illustrative list and is not to be construed as a final set of recommendations. Third, the units are not listed in priority order.

1. The Institute for Advanced Materials, Nanoscience and Technology, perhaps associated with the new joint initiative in Bioengineering with NCSU.
2. A cluster to promote North Carolina economic development, perhaps tied to a for-profit research and development unit, housing an entrepreneurial incubator facility with office and lab space. The research and development unit will have strong links to existing University departments and programs, and to North Carolina economic development interests.

3. The Frank Porter Graham Child Development Institute. Consideration might also be given to the creation of a K-12 outreach program coupled to the educational or research mission of the University. One example of this type of programming is the planned expansion of Smith Middle School, which abuts the Carolina North property, which will provide a NASA-funded demonstration math and science laboratory and a clinic for educational counseling.
4. Graduate student housing, a childcare facility for UNC faculty, staff and students, and University recreational facilities to serve projected student growth and to complement facilities on the main campus. Placement of these activities at Carolina North should be considered in comparison with opportunities for placement on University owned property in other locations.
5. Health-related programs or institutions such as a School of Public Health research building or health research centers, which have the potential to produce synergies in intellectual capital with external enterprises.
6. A building or buildings to house selected centers and institutes that are now dispersed throughout the campus and the Town of Chapel Hill. There are centers and institutes, important to the University's core mission, which would benefit greatly from proximity and increase the opportunities for collaboration.

### C. A Note on Process.

The Advisory Group was also charged with recommending how the process for selection should be developed. It is critically important that the process for deciding which units go to Carolina North be both deliberate and open. Appropriate input from the Chancellor's Cabinet, the Deans' Council, the Faculty Council, and the Employee Forum should be a critical part of the decision process. Faculty, students, staff and the community must be given a fair opportunity to voice their preferences and concerns as decisions are made.

The approval process for building projects at Carolina North should be governed by the University's process for capital improvement projects, as is the case on central campus. Under that process, the Facilities Planning Committee, chaired by the Executive Vice Chancellor and Provost, has final approval, and the Facilities Working Group, chaired by the Vice Chancellor for Finance and Administration, provides technical, financial, and programmatic background and recommendations to the Committee.

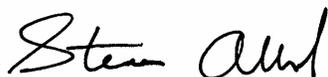
The University Uses Advisory Group may from time to time be called back into service to serve as a sounding board for the Executive Committee and the Board of Trustees as decisions are made.

In conclusion, Carolina North should be considered a trust for the future. Development of this property will span many decades. It should be developed thoughtfully, conservatively

and with the notion that undeveloped land will remain for the needs of future generations of University leaders and students.

Members of the UUAG have appreciated the opportunity to help shape the future of Carolina North, and to have engaged in serious discussion of the possibilities we face in strengthening our University. We look forward to continuing to be of service to the Executive Committee and the Board of Trustees as needed.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Steve Allred". The signature is written in a cursive, flowing style.

Steve Allred  
Chair

**APPENDIX A**

**UNIVERSITY USES ADVISORY GROUP MEMBERS**

Steve Allred, Associate Provost for Academic Initiatives  
Chair

Don Bailey, Director  
Frank Porter Graham Child Development Institute

Flicka Bateman, Principal  
UNC Hospital School  
Council Member, Town of Chapel Hill

Dean Bresciani, Interim Vice Chancellor  
Student Affairs

Marjorie Crowell, Associate Vice Chancellor  
Office of Development

Margaret Dardess, Associate Dean for Administration  
School of Public Health

Jennifer Daum, Student  
Senior, Political Science

Joe Desimone, Distinguished Professor  
Department of Chemistry

Linda Dykstra, Dean  
The Graduate School

Joseph Jordan, Director  
Black Cultural Center

Sue Estroff, Professor  
Department of Social Medicine

Jack Evans, Hettleman Professor  
Kenan-Flagler Business School

Tommy Griffin, President, Employee Forum

Facilities Service Division

James Hirschfield, Professor & Assistant Chair Studio Art  
Department of Art

Doug Kelly, Senior Associate Dean  
College of Arts & Sciences

Terry Magnuson, Sarah Graham Kenan Professor & Chair  
Department of Genetics

Cass Miller, Professor/Chairman  
Dept. of Environment Sciences & Engineering

Gene Orringer, Professor/Exec. Assoc. Dean Faculty Affairs  
School of Medicine

William Snider, Professor/Director  
Neuroscience Center

Dhiren Thakker, Ferguson Prof./Associate Dean  
School of Pharmacy

Anna Wu, Director  
Facilities Planning

**APPENDIX B**

**UNIVERSITY USES ADVISORY GROUP**

**STEVE ALLRED, CHAIR**

**CHARGE:** The University Uses Advisory Group will discuss and develop advice on University uses that may be located in Carolina North, including near term and longer range uses. This Advisory Group is asked to focus on the *characteristics* and *criteria* that generally would make given University activities suitable for location in Carolina North. It also may recommend specific programs or activities to be located in Carolina North. The University Uses Advisory Group will be convened in January 2003 and will remain in place through the submission of the Carolina North Development Plan.

Some specific issues or work products to be addressed by the University Uses Advisory Group include:

1. Advise the Executive Committee on recommended criteria for inclusion in Carolina North.
2. Advise the Executive Committee on recommended criteria regarding process or related issues for determining program siting and/or phasing in Carolina North.
3. Develop a potential list of University activities for consideration by the Executive Committee for a first phase of university programs to be located in Carolina North.
4. As requested, provide comments, suggestions, and related feedback to the Executive Committee and to other Advisory Groups.