



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

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Chancellor

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March 4, 2016

Dear Members of the Policy and Procedures Working Group:

I have received your final report and want to express to you my sincere appreciation for the extensive review and thoughtful recommendations developed over the past ten months. I want to especially acknowledge chair Todd Nicolet for his leadership of this important work.

A critical part of your effort was to gain a deeper understanding of the policies across the University, and your work was truly enlightening. While you did not find any gaps in our portfolio of policies or compliance, you did find that Carolina is a complex organization with a network of over 1,600 inter-related policies that could be improved. Your suggestions and recommendations for ways to make it easier to manage and use these policies is the exact start we need to move this effort forward.

I appreciate your focus on the principles informing your recommendations and believe they will help guide not just today's decisions but also tomorrow's actions. As shared in my update to the campus community about both your work and that of the Ethics and Integrity Working Group, I have approved the creation of a senior position to serve as Chief Integrity and Policy Officer for the University, and senior leadership is currently working to determine how best to implement this role. In addition to helping coordinate access to ethics resources, this role will use these principles to facilitate a more streamlined and accessible policy ecosystem.

Coordinating and streamlining policy management is a priority for our university. As you say in the report, "a successful policy ecosystem will involve significant engagement across the University," and the way you frame the effort as being service-oriented is powerful. We will be a more effective and efficient organization by providing greater support for how we access and review all policies.

I have asked Todd Nicolet, in his role as interim Chief Integrity and Policy Officer, to spearhead our efforts to build the framework we need to:

- Develop a plan for implementing a policy repository for the University.
- Build a website to serve as a gateway to reporting mechanisms, ethics resources and eventually the completed policy repository.
- Update the University's policy on policy development, approval, and publication.

Thank you again for your work on this committee. Your willingness to give hours and attention to this effort alongside the many other contributions you make to the University speaks volumes about your individual dedication and commitment and is a reflection of why it is an honor to work with you in support of Carolina and its many great achievements.

Sincerely,

A handwritten signature in black ink that reads "Carol L. Folt". The signature is written in a cursive, flowing style.

Carol L. Folt