

## MINUTES

### The University of North Carolina at Greensboro Board of Trustees

September 18, 2008

**MEMBERS PRESENT:** Stephen Hassenfelt (Chair), Kate Barrett, Linda Carlisle, Earlene Hardie Cox, Jean Davis, Carolyn Ferree, Richard Moore, William Pratt, Jane Preyer, James (Smitty) Smith, Michael Tusó

**ABSENT WITH NOTICE:** Randall Kaplan, Gwynn Swinson

**OTHER STAFF MEMBERS/GUESTS:** Rebecca Adams, Linda Brady, Mike Byers, Lucien Capone, James Clotfelter, Jeff Colbert, Carol Disque, Steve Gilliam, Judge Robby Hassell, Scott Millman, Jeff Mills (News & Record), Sharlene O'Neil, David Perrin, Cindy Reed, Patricia Stewart, Reade Taylor

Chair Stephen Hassenfelt called the meeting to order at 1:15 p.m.

#### **OATH OF OFFICE:**

The Administration of the Oath of Office to new Trustee Michael Tusó was officially conducted by The Honorable A. Robinson "Robby" Hassell, District Court Judge, 18<sup>th</sup> Judicial District.

#### **REPORT OF THE NOMINATING COMMITTEE:**

As submitted by Jean Davis, Chair of the Nominating Committee, the Board of Trustees approved the nomination of new officers for 2008-2009 as follows:

Chairman – Stephen Hassenfelt  
Vice Chairman – Linda Carlisle  
Secretary - Earlene Hardie Cox  
Assistant Secretary – Sharlene O'Neil  
Executive Committee Member – Jean Davis  
Executive Committee Member - Richard Moore

#### **WELCOME:**

Chair Hassenfelt welcomed members of the Board of Trustees and invited guests.

In accordance with the UNC Board of Governors, Chair Hassenfelt then read the following statement:

**“As chair of the Board of Trustees, it is my responsibility to remind all members of the board of their duty under the State Government Ethics Act to avoid conflicts of interest and appearances of conflict of interest as required by this Act. Each member has received the agenda and related information for this Board of Trustees’ meeting. If any board member knows of any conflict of interest or appearance of conflict with respect to any matter coming before the Board of Trustees at this meeting, the conflict or appearance of conflict should be identified at this time.”**

No conflicts were noted.

Roll call was then read by Sharlene O’Neil, assistant secretary.

**REMARKS BY CHANCELLOR LINDA BRADY:**

Chancellor Brady expressed pleasure in attending the first Board of Trustees meeting of the new academic year, as well as her first meeting with the Trustees in her new role as Chancellor of UNCG.

She commented that during the past six weeks, she has had the pleasure of meeting students and their families at move-in, and she is impressed by the reasons students and their families give for considering UNCG. At the top of the list is the quality of our academic programs. In addition, students and families are impressed by the warmth of this community and the beauty of the campus. Many indicated that a campus tour and meetings with faculty and staff reinforced their decision to choose UNCG.

She attended the first Student Government Association meeting of the academic year, which was highlighted by Michael Tuso’s State of the Campus address. The theme of his remarks was energizing, and should encourage us as we consider the role students play in governance. Michael charged students to “transform today, create your future, and dream bigger.”

The Chancellor commented that earlier this week, she shared coffee and donuts with housekeeping staff in the residence halls, taking advantage of International Housekeepers Week to acknowledge their contributions to UNCG.

She has had the pleasure of joining the Provost in meetings with the faculty leadership, has met many outstanding faculty members at several “welcoming” events and receptions in the last month, and has gotten to know a number of alumni and friends of the university.

In the past six weeks she has been welcomed by the Greensboro Partnership, Action Greensboro, and the Piedmont Triad Partnership, and she is now a new member of the Board of the United Way of Greater Greensboro.

During the coming weeks, Chancellor Brady plans to continue visits with members of the UNCG community, alumni and friends of the university, and partners in Greensboro and beyond to learn more about the challenges and opportunities we face. She believes the months and years ahead

offer us an opportunity to build on excellence and shape a public research university that is responsive to the needs of our students and the communities we serve.

Chancellor Brady said that she has launched several initiatives designed to move UNCG forward in this first year. Priorities have been communicated to President Bowles, and she will continue to update him on our progress.

Our most immediate priority is to develop the next UNCG Five-Year Strategic Plan for 2009-2014 and implement the UNC Tomorrow priorities. The planning process is under the direction of Provost Dave Perrin. A Strategic Planning Committee, chaired by Professor Rebecca Adams, chair of the Faculty Senate, will be appointed shortly. The Planning Committee will be broadly representative of the UNCG community, and will include faculty, staff, students, alumni, administrators, and members of this Board and the Greensboro community. A subcommittee of the Strategic Planning Committee, working closely with the Deans Council, Faculty and Staff Senates, and Executive Staff, will prepare the Phase II response to UNC Tomorrow, to ensure integration of these important initiatives. Chancellor Brady commented that she is committed to developing a focused strategic plan that will inform decisions concerning the allocation of resources. The plan will emphasize outcomes, rather than activities, and will include clearly defined goals, benchmarks, and metrics. Our goal is to complete the plan by July 2009.

Later this fall, when the outlines of our new strategic plan become clear, we will establish a Task Force on Integrated Marketing and Strategic Communications. The task force will be co-chaired by University Advancement and Academic Affairs leadership and will include broad campus representation, alumni and members of the Greensboro community. The charge to the task force will ask the members to: identify key messages and image elements, create a strategic communications plan, develop integrated marketing materials, develop web guidelines, evaluate resources needed to execute the plan, and develop an RFP for the advertising component of the plan. There will be close communication and coordination between the SPC and TFIMSC. The goal is to complete this plan by late summer 2009 and to implement it in parallel with UNCG's next Strategic Plan.

A third priority is to put in place the necessary infrastructure to support the ambitious goal of growing our research productivity and infrastructure consistent with UNCG's classification as a research university with high research activity. We will examine our research infrastructure to determine how best to support the work of our faculty in research, scholarship, engagement, and economic development. Chancellor Brady said she will move quickly to address gaps in our capabilities. Following consultation with the academic deans, Provost Perrin, and other members of our Executive Staff, we are developing a proposal for a new position of Vice Chancellor for Research and Economic Development. The Chancellor believes expansion of our research portfolio, with the ambitious goal of increasing our sponsored research to \$60 million dollars by 2016, requires senior-level leadership and a seat at the Executive Staff table. Assuming approval of this plan, the Chancellor indicated that we intend to launch a national search for the inaugural Vice Chancellor during the current academic year. This position will report to the Provost and will provide university-wide leadership in areas related to research, technology transfer, economic development, and community engagement.

A fourth priority is to continue the momentum associated with “Students First” through the end of this already successful campaign. Chancellor Brady said that during the final year of the campaign she will devote her energies to unmet needs, which include undergraduate scholarships, graduate fellowships and faculty support. Scholarships, especially need-based scholarships and graduate fellowships, continue to be our top priority. We are still \$15 million from reaching our goal, which includes unrestricted scholarships at both the undergraduate and graduate levels. We also have a significant need for awards in support of faculty excellence. These awards make a decisive difference in our ability to keep the very best faculty. Chancellor Brady’s goal is to raise an additional \$3 million in support of new faculty excellence awards.

The fifth and final priority is to enhance the visibility of Spartan athletics and make new investments in support of our athletics programs consistent with our NCAA Division I status. The future of athletics, recreation, and wellness will be a significant component of the next UNCG Strategic Plan. Steps have already been taken to explore an enhanced relationship with the Greensboro Coliseum. Resources from the Chancellor’s Venture Fund have been committed to engage a contractor to assist UNCG in our efforts to more aggressively market and improve upon Spartan athletics. Among other responsibilities, this individual will assist us in scheduling additional men’s basketball games with ACC and non-ACC teams in the Coliseum in the next two years. We also have committed funds to expand UNCG’s Spartan integrated marketing and public affairs functions for the next several years.

Chancellor Brady closed by expressing her commitment to engage the many issues we will encounter in coming months and years in an active and transparent way. She added that she appreciates the confidence the Board of Trustees has expressed in her, and she is proud to be Chancellor of UNCG. She added that there is nothing that we cannot accomplish through our collective efforts on behalf of this outstanding university.

### **MINUTES:**

Chair Hassenfelt presented the Minutes of the April 10, 2008 meeting of the Board of Trustees and of the May 9, 2008 conference call meeting. Minutes were approved as written.

### **SPECIAL PRESENTATION:**

#### *UNCG iSchool: The Nation’s First Virtual Early College*

Provost David Perrin introduced Dr. Robert M. Brown, Dean, and Nora S. Reynolds, Assistant Dean, of the Division of Continual Learning, who made a presentation to the Board about the UNCG iSchool, an online concurrent enrollment program offered without charge to advanced high school students throughout North Carolina. Begun in 1997 as a face-to-face program, iSchool was eventually converted to online instruction to improve access for all students. Recognition by President Bowles and Governor Easley led in 2007 to program funding under North Carolina’s Learn and Earn Online program, through which UNCG currently is the only UNC campus providing early college credit. Courses currently offered through iSchool include Mathematics, Philosophy, Sociology, Psychology, Dance Appreciation, Political Science, Fitness for Life, and Anthropology. UNCG iSchool resides in the Division of Continual Learning (DCL), which has won several national awards for online course development.

## **REPORT OF THE BUSINESS AFFAIRS COMMITTEE - *Richard Moore***

Richard Moore gave the report of the Business Affairs Committee in the absence of Chair Randall Kaplan.

The Board of Trustees then moved on the following action item:

1. That the Board of Trustees of The University of North Carolina at Greensboro approve proceeding with the purchase of the Project from the Capital Facilities Foundation, Inc., for an amount not to exceed the Purchase Option Price; to authorize the administration to work within the guidelines, procedures, and policies of the North Carolina Department of Administration and the Council of State. This Board authorizes the University's administration to use student housing and parking operation receipts to finance the Purchase Option Price.

All approved and the motion carried.

Two information items were discussed:

1) Annual Report on Property Purchased and/or Leased Since September 6, 2007

Some general discussion took place regarding the acquisition of property and the development of a strategy on behalf of the University for land acquisition based on the Strategic Plan. The possibility was mentioned of the Excellence Foundation creating a process in which real estate could be purchased and landbanked for future use by the University. The Business Affairs committee will meet with the Excellence Foundation administration between Board of Trustees meetings to consider an approach to this.

2) Designer Selection for the Building to Serve as the Home of the Joint School of Nanoscience and Nanoengineering at Gateway University Research Park.

It was reported that HDR architectural design firm of Charlotte has been selected for this project.

## **REPORT OF THE STUDENT AFFAIRS COMMITTEE – *Chair Ferree***

Carolyn Ferree gave the report of the Student Affairs Committee.

Chair Hassenfelt presented an action item not included on the committee agenda regarding the development of a policy for responding to emails from parents, students, etc. received by members of the Board of Trustees:

Jean Davis read the proposed policy as follows:

Emails from the public received by Board of Trustees members should routinely be sent to the Chair of the Board of Trustees who will respond to the sender. The Chair will also forward the email to the Assistant Secretary of the Board who will send to the appropriate UNCG administrator to handle. Board of Trustees members may respond generically if they wish.

After discussion, the proposed policy was amended as follows:

Communications from the public received by Board of Trustees members should routinely be sent to the Chair of the Board of Trustees and/or the Chancellor's Office who will respond to the sender. Board of Trustees members may respond generically if they wish.

A motion was made to establish the above policy. All approved and the motion carried.

Two information items were discussed:

1) UNCG Students and Alcohol Use

Chair Ferree reported that Cherry Callahan gave a very informative presentation to the committee profiling UNCG student alcohol-related behavior and highlighting the current status of the University's approaches and programs for student alcohol use/abuse prevention, education, and intervention.

2) Board of Governors Policy 1100.1.

Director of Athletics Nelson Bobb provided a brief summary to the committee of this policy that delegates the responsibility of Intercollegiate Athletics to the Chancellor. The required annual report of the progression of athletes' performances will be submitted in October.

**REPORT OF THE ACADEMIC AFFAIRS COMMITTEE – *Chair Davis***

Jean Davis gave the report of the Academic Affairs Committee.

The Board of Trustees moved on the following action items:

1. That the Board of Trustees of The University of North Carolina at Greensboro approve the awarding of degrees and certificates to candidates as specified in the document, "Candidates to be Awarded Degrees and Certificates," and delegate to the Chancellor the authority to act on additions to and deletions from the list as may be appropriate.

All approved and the motion carried.

2. That the Board of Trustees of The University of North Carolina at Greensboro approve the changes mandated by the Board of Governors as well as the elective changes to clarify policies, regulations, and guidelines.

All approved and the motion carried.

Four information items were discussed:

1) Report of Additions to and Deletions from the May 2008 Degree Candidates List

2) Student Enrollment, Fall 2008

Chair Davis commented that it is noteworthy that UNCG currently has the largest freshman class ever at 2,493 students enrolled. The student body is very diverse according to the breakdown by ethnicity. The average SAT scores and average GPA scores have stayed consistent with the prior year.

- 3) Report of University Policy Concerning Employment of Related Persons, Anti-Nepotism
- 4) Division of Academic Affairs Priorities 2008-09 – presentation made to the committee by Provost David Perrin.

**REPORT OF THE AUDIT COMMITTEE – Chair Moore**

Richard Moore gave the report of the Audit Committee.

The Board of Trustees moved on the following action item:

1. That the Board of Trustees of The University of North Carolina at Greensboro accept and approve the 2008-2009 Internal Audit Plan for The University of North Carolina at Greensboro as prepared by the Office of the Internal Auditor.

All approved and the motion carried.

One information item was discussed: Audit Review for Board of Trustees

**REPORT OF THE UNIVERSITY ADVANCEMENT COMMITTEE – Chair Cox**

Earlene Hardie Cox gave the report of the University Advancement Committee.

The Board of Trustees moved on the following action items:

1. That the Board of Trustees of The University of North Carolina at Greensboro approves the reappointments of the recommended individuals for the Board of Directors of The University of North Carolina at Greensboro Human Environmental Sciences Foundation, for a three-year term beginning November 1, 2008 and ending on October 31, 2011.

All approved and the motion carried.

2. That the Board of Trustees of The University of North Carolina at Greensboro approve the reappointment of the recommended individual to The University of North Carolina at Greensboro Investment Fund for a three-year term beginning on July 1, 2008 and ending on June 30, 2011.

All approved and the motion carried.

3. That the Board of Trustees of The University of North Carolina at Greensboro approves the following levels for naming opportunities in the New School of Education Academic Building.

All approved and the motion carried.

Chair Cox added that Patti Stewart will report back to the Board regarding how the named spaces in the current education building will be transitioned over to the new building.

Two information items were discussed:

- 1) Report on Private Giving to The University of North Carolina at Greensboro and its Affiliated Organizations, July 1, 2007 - June 30, 2008
- 2) Students First Campaign Report through July 31, 2008  
It was reported that the \$100 million campaign goal has been met as of July 31, 2008. Patti Stewart and Chancellor Brady have identified need-based scholarships as a focus of the campaign going forward. A new target of \$18 million has been set, including \$15 million for need-based scholarships and \$3 million for new faculty excellence awards.

#### **CLOSED SESSION:**

Chair Hassenfelt mentioned the addition of one information item for closed session regarding the Board evaluation.

Earlene Hardie Cox moved that the board go into Closed Session to prevent the disclosure of privileged personnel information under Chapter 126 of the North Carolina General Statutes and to prevent the premature disclosure of honors or awards. Richard Moore seconded, and the board went into closed session.

The board then moved on the following action items:

1. It is recommended that the Board of Trustees of The University of North Carolina at Greensboro approve the Personnel Report dated September 3, 2008.

All approved and the motion carried.

2. It is recommended that the Board of Trustees of The University of North Carolina at Greensboro approves former Chancellor Sullivan's salary recommendations for the Provost and Vice Chancellors.

Jean Davis commented that in order to be able to make informed decisions on approving salary increases, in the future it would be helpful for the Board to receive a three-year trend on salaries, along with a column on the report indicating salary mid-points for each position. It was agreed that this information will be provided in the future.



All approved and the motion carried.

3. That the Board of Trustees of The University of North Carolina at Greensboro approves the proposed naming opportunities in Aycock Auditorium.

All approved and the motion carried.

Chair Hassenfelt presented one information item regarding the feedback from Board evaluations.

Earlene Hardie Cox recommended the board return to Open Session, Linda Carlisle seconded and the board returned to open session.

### **ADJOURNMENT**

Chair Hassenfelt recommended that the meeting be adjourned. Carolyn Ferree seconded, and the meeting ended at 3:30 pm.

Sharlene R. O'Neil  
Assistant Secretary to the Board of Trustees