



**Full Board Meeting
November 22, 2019
Alumni House – Virginia Dare Room
8:30 a.m.**

MINUTES

MEMBERS PRESENT: Betsy Oakley (Chair), Frances Bullock, Mae Douglas, Mona Edwards, Brad Hayes, Kathy Manning, Hunter Martin, Elizabeth Phillips (via teleconference), Dean Priddy, Ward Russell, Linda Sloan, David Sprinkle

OTHERS PRESENT: Chancellor Frank Gilliam; Provost Dana Dunn; Charles Leffler, Interim Vice Chancellor for Business Affairs; Cathy Akens, Vice Chancellor for Student Affairs; Jerry Blakemore, General Counsel; Beth Fischer, Vice Chancellor for University Advancement; Donna Heath, Vice Chancellor for Information Technology Services; Julia Jackson-Newsom, Associate Vice Chancellor for Strategy and Policy; Kim Record, Director of Intercollegiate Athletics; Jeff Shafer, Vice Chancellor for Strategic Communications; Terri Shelton, Vice Chancellor for Research and Engagement; Waiyi Tse, Chief of Staff; Kelly Harris, Assistant Secretary to the Board of Trustees, and other members of the administration, faculty, staff, students, and public.

MEMBERS ABSENT WITH NOTICE: Vanessa Carroll

WELCOME: Chair Betsy Oakley called the meeting to order at 8:31 a.m. and read the Conflict of Interest statement. Trustee Ward Russell gave the following statement:

I want to disclose that I have a son who is a member of the freshman class. And as such, the actions of this Board related to tuition have an obvious impact on me.

I have sought and received an opinion from Counsel that my discussion of and participation in the decision-making process related to the tuition and fee proposal does not constitute a conflict of interest that requires recusal. However, I do feel it important to acknowledge his potential conflict publicly and to assure my fellow board members and the public that my discussions and any other action taken related to this matter are based solely on the impact that the proposal has on the University as a whole. Any gain or loss to me is de minimis and not a factor in my review.

There being no further comments, roll call was read and quorum was confirmed.

CHAIR'S REMARKS:

Chair Oakley began by welcoming new SGA President Hunter Martin to the Board of Trustees. She then thanked the members of the Board, as well as all others in attendance, for their time and commitment to UNCG. She noted that her observation since the September meeting was that UNCG is a robust campus with an amazing volume of activity which require various commitments to rules and regulations, compliance requirements, physical structures and facilities, transportation, communications, and the magnitude of things that go on before the first student arrives and the first professor says "Good morning"; a tremendous amount of work and dedication make it all possible. Oakley thanked all who work behind the scenes to ensure that all the working parts are in place, from the legal department, facilities, communications, ITS, campus security, etc. The Board is aware of and appreciates all that goes on to keep the university operating at such a high caliber. Chancellor Gilliam continues to be in constant motion as well, working tirelessly to represent us, and the university, well. Oakley reminded the Board that they are ambassadors from the community to the university and from the university to the community. She then asked the the Chancellor to provide his report.

CHANCELLOR'S REPORT:

Chancellor Gilliam began by echoing Chair Oakley's remarks regarding all that goes on at UNCG. The dominant narrative about universities is based on a classroom-centric model (consisting only of a professor and students in a class). However, this does not encompass all the things Chair Oakley mentioned or the dedication of all the staff, faculty, and students to the mission of the University. He thanked all in attendance for their contributions to doing everything that is necessary to run a 20,000-student university.

He continued with an update on the status of the budget, noting that the Legislature had adjourned until January 14, 2020 without a budget in place. Consequently, UNCG is operating via a "continuing resolution," meaning we are operating on last year's budget numbers. This means that there is no funding for new programs, new hires, or new initiatives. The Legislature will return to session in mid-January and it is not clear when a new budget will be passed. This hampers the University and The System's, ability to serve the students and citizens of the state. For UNCG, the \$84M line item for the renovation and expansion of Jackson Library is in limbo; and the lack of budget prevents UNCG from moving forward on some things.

Gilliam continued with a leadership update, announcing that Provost Dana Dunn has decided to step down July 31, 2020 after spending 12 years as a Provost at two universities. He noted that under her exceptional leadership, UNCG has experienced significant growth in enrollment, faculty hires, and research infrastructure. Isaacson Miller (IM) search firm is partnering with UNCG on the search, having recently visited campus to meet with campus stakeholders, including many members of the Board. The search committee is being chaired by HHS Professor and former Faculty Senate Chair Andrea Hunter. He expects to have someone named in April/May. Chancellor Gilliam and Provost Dunn are working together to move UNCG's key initiatives forward and to ensure a seamless transition.

IM is also conducting the search for a new Vice Chancellor of Finance and Administration (formerly Vice Chancellor of Business Affairs) and indicates that the pool is looking very strong. He hopes to have someone in place mid-Spring.

As the Provost shared with the Board via email, Nancy Doll is stepping down July 31, 2020 after 22 years of service as Director of the Weatherspoon Art Museum. Peter Alexander and Margaret Benjamin are chairing the search committee.

IM has shared that UNCG is lucky compared to some other institutions they work with in that the school is operating from a position of strength and that searches five years ago looked different from searches over the last few years. This is due in large part to the fact that candidates now see UNCG differently - as a place with forward momentum.

The Millennial Campus initiative has progressed with formation of an arts and culture programming committee chaired by School of Music Professor Steve Haines; recommendations will be submitted to the Chancellor in December. The scope of this phase of the project is to develop plans for a new multi-purpose facility located at 842B (and potentially 842) West Gate City Boulevard. The primary goal is to create a groundbreaking, collaborative, and experimental space focusing on the arts, culture, and community engagement. The University seeks to develop a building with the flexibility to move walls, floors, seats, ceiling, and lights. The site should feature activities of UNC Greensboro's faculty, students, and staff. In addition, the University envisions a place that engages the local community. The broad goal is to provide opportunities for the campus and to contribute to the cultural vibrancy of the larger community.

APPROVAL OF MINUTES:

The Board approved the minutes of the September 27, 2019 meeting with no corrections or additions.

COMMITTEE REPORTS:

Business Affairs Committee (BAC)

Committee Chair David Sprinkle gave a report from the November 19, 2019 Business Affairs Committee meeting.

The Committee considered a robust agenda, beginning with approval of the minutes from the September 24, 2019 meeting without corrections or additions.

Several presentations on various projects and proposals were given by Associate Vice Chancellor for Facilities Sameer Kapileshwari and Associate Vice Chancellor for Campus Enterprises and Real Estate Scott Milman. Following the presentations, the Committee unanimously approved the following eight action items and recommended the same for approval by the full board:

1) BAC-1 Moore Strong Roof Replacement

This project seeks approval of a capital improvement project to replace this residence hall roof, which is over 20 years old and nearing the end of its useful life. The replacement will prevent the risk of loss of assets and/or emergency repairs and will utilize an upgraded architectural shingle on the sloped

roof. The membrane in the flat gutter section will be replaced and fall protection anchors will be provided. This project is being funded through the Housing Auxiliary Trust Funds.

As recommended by the Committee, Sprinkle moved for approval of the project. Trustee Hunter Martin seconded, and the motion passed unanimously.

2) BAC-2 Increase in Authority for the Phillips-Hawkins Residence Hall Roof Replacement

The Phillips-Hawkins Residence Hall roof is likewise over 20 years old and nearing the end of its useful life. As with the Moore Strong project, this replacement will prevent the risk of loss of assets and/or emergency repairs and will utilize an upgraded architectural shingle on the sloped roof. The membrane in the flat gutter section will be replaced and fall protection anchors will be provided. This project is also being funded through the Housing Auxiliary Trust Funds.

The Committee approved an increase in authority for this project from \$370,000 to \$480,000.

As recommended by the Committee, Sprinkle invited a motion to approve an increase in authority for the Phillips-Hawkins Residence Hall roof replacement capital improvement project from \$370,000 to \$480,000. Trustee Frances Bullock made the motion, which was seconded by Trustee Kathy Manning. The motion passed unanimously.

3) BAC-3 Designer Selection for the Sullivan Teaching Greenhouse

In September this Board approved the Sullivan Teaching Greenhouse renovation project. UNCG is now at the designer selection phase. Three firms presented their qualifications to the pre-selection committee, which recommended Engineered Designs, Inc. (“EDI”) of Cary, NC as the preferred designer. EDI has significant experience with similar projects, presented the most well-thought plan of action, had a thorough Advanced Planning Study for the project, and is a Woman Owned Business, therefore presenting the highest level of inclusion & HUB participation. The second and third choice firms are NV5 of Morrisville and Affiliated Engineers, Inc. of Chapel Hill.

As recommended by the Committee, Sprinkle invited a motion to approve the firm of Engineered Designs, Inc. of Cary, NC as the designer for the Sullivan Teaching Greenhouse project, with the proviso that if agreeable terms cannot be met with this firm, the administration is authorized to negotiate terms with the other firms identified in BAC-3 in ranking order. Trustee Mona Edwards made the motion, which was seconded by Trustee Frances Bullock. The motion carried unanimously.

4) BAC-4, Steam Plant Control Systems Upgrade Project

The existing Steam Plant Control System is old, inefficient, and unreliable. The project will provide new controlling equipment and direct digital controls which will substantially improve reliability, operability, and efficiency of the campus heat system. The scope of this project includes integration into the University Building Automation System, four individual boiler control cabinets with touch screen displays, a new master control cabinet with touch screen display, five variable frequency drives for forced draft fans and for feed water pump, new wall mounted monitors for operator’s Control Room, new UPS system for Steam Plant control system, new site glasses and level controls for de-

aerator tank and condensate tank, along with training for all operators. This project is being funded through the Utility Savings Carry Forward.

As recommended by the Committee, Sprinkle invited a motion to approve a capital improvement project in the amount of \$ 500,000 to upgrade the Steam Plant Control Systems. Trustee Ward Russell made the motion, which was seconded by Trustee Kathy Manning. The motion carried unanimously.

BAC-5 Acceptance of Completed Projects

Several buildings and projects were completed in fiscal year 2018-2019. Rather than reading through them all, Sprinkle referred the board to the projects listed in agenda item BAC-5 and 5.1; the items were included in the pre-meeting materials and printed copies were provided for the meeting. UNC System Code requires that the Board provide “final acceptance of all completed buildings and projects”.

As recommended by the Committee, Sprinkle invited a motion to approve final acceptance of the capital improvement projects identified in agenda item BAC-5 and BAC-5.1. Trustee Ward Russell made the motion, which was seconded by Trustee Mae Douglas. The motion carried unanimously.

BAC-6 Authorization for Lease of New Space for University Advancement

Approximately 7,698 square feet of office space needs to be leased in downtown Greensboro to house University Advancement folks currently located at 821 S Josephine Boyd. This move opens up on-campus space needed to accommodate new academic degree programs and provides additional space for the Graduate School. It’s also in keeping with the University’s adopted model to concentrate academic programming and student services near central campus. The University also has a goal of establishing a presence in downtown Greensboro. As such, it is looking for space in that area to lease for 3 to 5 years, with renewal options.

Due to a clerical error on the part of the Assistant Secretary to the Board of Trustees, a motion was requested for a lease of new space that was the subject of item BAC-7. That error was noted for the record, and Chair Betsy Oakley then invited a motion to approve the lease of approximately 7,698 square feet of office space for University Advancement at a cost of in excess of \$25,000 annually and a proposed initial term of between 3 and 5 years with the option for renewals, as appropriate and based on available funding, and to authorize the administration to work with the State Property Office and adhere to Board of Governors regulations to find appropriate space. Trustee Brad Hayes made the motion, which was seconded by Trustee Mae Douglas. The motion carried unanimously.

BAC-7 Authorization for Lease of New Space for Art Department

BAC-7 is a similar request for approval of a lease of new space downtown for the Art Department’s Greensboro Project Space (GPS), an off-campus contemporary art center downtown that acts as a bridge between students, faculty, and the Greensboro community. The Art Department has leased space in Downtown Greensboro since 2016 for GPS exhibitions and performances. At the end of this calendar year, the space will no longer be available – the Forge (a neighboring organization) will use

the space to expand. As a result, alternate space downtown is needed to keep the University connected with the broader community through the arts.

As recommended by the Committee, Sprinkle invited a motion to approve the leasing of up to 3,000 square feet of new space in downtown Greensboro for the Art Department at an annual cost in excess of \$25,000 annually and a proposed initial term of between 3 and 5 years with the option for renewals, as appropriate and based on available funding, and to authorize the administration to work with the State Property Office and adhere to Board of Governors regulations to lease appropriate space. Trustee Hunter Martin made the motion, which was seconded by Trustee Linda Sloan. The motion carried unanimously.

BAC-8 Authorization for Ground Lease of Millennial Campus Property to The Endowment Fund

Finally, the Committee considered action item BAC-8, a request for authorization of a ground lease of millennial campus property to the Board of Trustees of the UNCG Endowment Fund. The University has identified approximately 23 acres of property within the Millennial Campus that is suitable for development. In order to provide for additional flexibility in the development of the University's Millennial Campus and improve the University's responsiveness to potential business partners, the University proposes to seek a ground lease of the identified Millennial Campus land to The Board of Trustees of the UNCG Endowment Fund; the Fund would then be able to enter into sub-ground leases with third parties to finance and construct buildings and other improvements on the Millennial Campus that align with the University's needs and its strategic plan.

As recommended by the Committee, Sprinkle invited a motion to approve a ground lease of approximately 23 acres of Millennial Campus property for a term of 99 years at an annual lease rate of \$0 to the Board of Trustees of the Endowment Fund of The University of North Carolina at Greensboro, and to authorize the administration to seek approvals from the Board of Governors as required under BOG regulations and state law. Trustee Mona Edwards made the motion, which was seconded by Trustee Brad Hayes. The motion carried unanimously.

Sprinkle closed his report by noting that the Committee had received a preview on Tuition and Fee recommendations from Interim Vice Chancellor Charlie Leffler, who would give a full presentation to the Board during the course of the morning. Several information items were also provided to the Committee and to the full board as items BAC 10 – 15; Sprinkle drew attention to the Facilities Design and Construction Updates (BAC-12) and the Repair and Renovation Priorities (BAC-13), contingent upon receipt of funding from the Legislature.

Compliance, Audit, Risk Management, & Legal Committee (CARL)

Committee Chair Mona Edwards gave a report from the November 19, 2019 CARL Committee meeting.

That meeting included a number of very engaging presentations including an annual compliance update and work plan outlining progress towards development of a formal UNCG compliance program, the first amendment and the relatively new North Carolina freedom of expression law, and an information technology security plan focusing on threats to the university and how they are being managed. Each of the presentations generated significant discussion and the committee appreciated the information provided.

University Compliance Director Kristen Meeks presented the annual integrity and compliance update, introducing the integrity and compliance “clock,” which serves as the framework for implementation of the Integrity and Compliance program. She also shared the status of the program’s implementation and outlined the work plan for the remainder of this academic year.

The First Amendment and NC Campus Free Speech Act presentation by Jerry Blakemore and Kristen Bonatz fulfilled the request of members of the committee and a new requirement of the Board of Governors that Boards of Trustees be trained regarding the North Carolina Campus Free Expression Act. Committee members expressed interest in understanding more about the topic and the law as it applies to UNCG. Chair Edwards, along with Trustee Linda Sloan and BOT Chair Betsy Oakley, recommended that all board members receive training on this topic. Jerry Blakemore, Julia Jackson Newsome and Kelly Harris will plan an opportunity for the full board to receive this training.

Chief Information Security Officer Bryce Porter provided an annual update to the information technology security plan, as is required by BOG policy.

Internal Auditor Don Skeen gave a report on internal and external audits performed.

As an information item, Mark McKinney, Director of Institutional Risk Management, shared the university’s top five enterprise risks for 2019 that were submitted to the UNC system office.

University Advancement Committee (UAC)

Committee Chair Kathy Manning gave the report from the November 19, 2019 UAC meeting.

After approval of the minutes from the September 25, 2019 UAC meeting, Vice Chancellor Beth Fischer updated the Committee on goals for the Advancement division, as well as the mission and vision statements. Vice Chancellor Fischer and the Advancement staff have been developing a combination strategic plan and work plan to prepare for the next 18 months, and have identified goals for the division, which focus on:

- The alumni and donor experience that recognizes and celebrates donors
- Internal and external communication
- Building divisional infrastructure
- Campaign Preparation

The Advancement mission is “To inspire connections, investments, and engagements that drive excellence and opportunity,” and the Advancement vision is “a university that illuminates potential, eliminates barriers, and ignites achievement”.

Associate Vice Chancellor Kris Davidson then reported to the Committee the current fiscal year fundraising summary as follows:

- The goal this year is \$25 million in gifts and new commitments. As of the date of the meeting, the University is currently up 1.7% from last year at \$6,779,237 in total gifts and new commitments, with \$18.2M left to raise and 27.1% of the goal.

- The outright giving goal is \$11M and, as of the date of the meeting, the University has raised \$6.7M, which is 77.8% ahead of last year at this time. This leaves \$4.2M to raise, and 61% of the goal.
- \$15.9M is expected to close in the pipeline. This total does not include some of the things that Chancellor Gilliam and Vice Chancellor Fischer are working on. The actual total is expected to be significantly higher.
- Gifts are up from last year, but pledges are down, which is not surprising before a campaign. People are waiting to decide what to invest in as we enter the campaign.
- Last year at this time, the University had \$416K in bequests, and this year it is at \$2.3M.
- The Office of Sponsored Programs is at \$26.6M, which is up \$5M (24.88%) relative to last year.

Mary Landers, Director of Alumni Engagement, then gave an informative presentation about alumni engagement metrics. There is a report that is used for rankings measuring how much alumni give back to their universities. It is widely acknowledged that giving should not be the only metric institutions should point to for successful alumni engagement. Though giving is certainly important, looking at all of the different ways to keep alumni engaged will result in increased participation. Some highlights of the Alumni Engagement Data presentation were:

- Description of the scoring process – activity was tracked from July 2016-July 2019, based on 5 categories: donations, email contact, event participation, website usage, and volunteer number.
- Results for UNCG showed 126,368 records of engagement, with 66% of alumni engaged in at least one of the categories.
- Highest scores were shown by decades, class years, and college (1960s was highest score for decade; 1968 was highest score for engaged class year, and HHS is highest score for engaged alumni).
- Alumni who received scholarships tend to be more engaged, and recipients from the 2000s rank among the most engaged.
- High scoring by geography was discussed (Highest scoring states: California, Georgia, Maryland, North Carolina, South Carolina, and Virginia. Highest scoring counties in North Carolina are Guilford, Cabarrus, Catawba, Cleveland, Gaston, Lincoln, and Mecklenburg).
- Alumni engagement scores were also compared between volunteers and highly engaged individuals to those of less engaged alumni.
- Anticipated outcomes were outlined as: identification of regional volunteers, campaign readiness, and increasing the number of email contacts, therefore increasing the possibility for contact and overall engagement.

The University Advancement Committee will continue to receive regular reports on alumni engagement.

Academic Affairs Committee (AAC)

Committee Chair Dean Priddy gave the report from the November 19, 2019 AAC meeting, beginning by noting that the Committee was pleased to welcome SGA President Hunter Martin and looked forward to working with her for the remainder of the academic year.

Following approval of the September 24, 2019 meeting minutes, the Committee heard a presentation from Dr. Kim Littlefield, Associate Vice Chancellor for Research and Economic Engagement, and Dr. Terri Shelton, Vice Chancellor for Research and Economic Engagement, on a new Academic Analytics Platform which allows for the use of research intelligence to identify areas of strength and impact in research and scholarship and to develop goals and opportunities for continued growth and contributions to societal impact.

AAC-2 Proposal to Establish the Joint School's Institute for Research Technologies

JSNN Dean Sherine Obare then presented action item AAC-2, a proposal to establish the Joint School's Institute for Research Technologies. The Institute will accelerate research and innovation through state-of-the-art research facilities and collaborative partnerships with industry that will be driven by the brainpower of faculty from UNCG and A&T. The current name "Nanomanufacturing Innovation Consortium" has constrained growth of university-industry partnerships and has limited the opportunity of faculty from the main campus to engage with JSNN. The new Institute establishes a structure to support university-industry partnerships that encompass and further capture the nature and breadth of the work being conducted at JSNN while engaging a broader audience.

As recommended by the Committee, Priddy invited a motion to approve the establishment of the Joint School's Institute for Research Technologies. Trustee Ward Russell made the motion, which was seconded by Trustee Mona Edwards. The motion carried unanimously.

AAC-3 Proposal to Establish the Institute for Partnerships in Education (I-PiE)

Dean Randy Penfield presented action item AAC-3, a proposal to establish the Institute for Partnerships in Education. The Institute has the purpose of expanding and supporting long-term partnerships between NC School Districts and UNCG educational researchers and practitioners. Benefits include: 1) expanded collaborations between UNCG and local school districts, 2) expanded grant funding supporting these collaborations, 3) enhanced experiential learning opportunities for UNCG students, and 4) enhanced supports for NC schools.

As recommended by the Committee, Chair Priddy invited a motion to approve the establishment of the Institute for Partnerships in Education. The motion was made by Trustee David Sprinkle and seconded by Trustee Mona Edwards. The motion carried unanimously.

AAC-4 Candidates to be Awarded Degrees and Certificates in December 2019

As recommended by the Committee, Priddy invited a motion to approve the awarding of degrees and certificates to the candidates specified in the document “*Candidates to be Awarded Degrees and Certificates*” in December 2019, and delegate to the Chancellor the authority to act on additions to and deletions from the list, as may be appropriate. Trustee Linda Sloan made the motion, which was seconded by Trustee Kathy Manning. The motion carried unanimously.

Priddy noted that the Committee also heard an update on Research & Engagement from Vice Chancellor Terri Shelton, who shared that since fiscal year 2015, UNCG has seen a steady annual increase in the total amount of grants and contracts awarded to our faculty from external sponsors. There has been a 28.6% increase in the total dollars awarded from FY 2015 to FY 2019. This trend continues into FY 2020 as there was a 16.6 % increase over first quarter totals for FY 2019 and the September award totals exceeded the monthly total for any month in previous fiscal years since 2015. In addition to exceeding its annual goal of a 5% increase in funding, UNCG exceeded its other research target. The University is targeting an increase in health-related funding by at least 10% over a three-year rolling average, which has climbed to \$19,453,639 for FY 2019 (15% higher than the previous year). The cumulative rolling average is up by 46% since =2016.

The large increase this quarter is due, in part, to four large and prestigious awards. UNCG’s SERVE Center was funded again to operate the National Technical Assistance Center for the Homeless awarded from the U.S. Department of Education with a 5-year \$6.2 million award. SERVE was also awarded a 5-year, \$15.6 million grant to operate the Region 6 Comprehensive Center. This grant will provide high quality capacity-building technical assistance as well as develop and sustain evidence-based practices to K-12 education systems in North Carolina, South Carolina, and Georgia to ensure college and career readiness, address issues of equity and disproportionality, and support the region’s lowest performing schools. A third \$6.1 million grant was awarded to the School of Education to partner with Rockingham and Surry school districts to improve teacher training. The fourth award is the prestigious 3-year, \$1 million grant from the National Science Foundation (NSF) to support the adaptation and implementation of proven organizational and systemic change strategies to support and advance women and women of color in STEM. While the focus of the grant is to address various aspects of STEM academic culture and institutional structure that may differentially affect women faculty and academic administrators, UNCG views this grant as an opportunity to enhance its commitment to a diverse professoriate across the disciplines.

Athletics Committee (ATH)

Committee Chair Brad Hayes gave the report of the November 19, 2019 Athletics Committee

Athletics Director Kim Record opened the meeting by introducing two of the newest members of the UNCG athletics coaching staff. Billy Godwin, Head Baseball Coach and Chris Rich, Head Men’s Soccer Coach, were both hired over the summer and she is grateful to have them on board. Billy comes to UNCG after five years overseeing North and South Carolina scouting for the New York Yankees; prior to that he was head baseball coach at ECU. Chris has spent the past 12 years as an assistant men’s soccer coach, including his three most recent stops at Duke, North Carolina, and Virginia Tech.

Some additional information on staffing changes within the department includes the departure of Craig Fink, Senior Associate AD for Advancement who has accepted a position at the University of

Nevada at Reno, and Associate Head Men's Basketball Coach, Mike Roberts, who accepted a position at his alma mater, University of Indiana. AD Record stressed the importance of being able to retain good staff and how it is critical to the success of the department and that it will become increasingly more difficult as programs continue to experience success.

The new commissioner of the Southern Conference, Jim Schaus, visited the campus on September 11, 2019 as part of his "listening tour". He will be visiting all the conference's member institutions in preparation for the kickoff of the conference's strategic planning process, which has not been done since 2011.

Record's term on the NCAA Division I Council has ended, but she has now been appointed to the D1 National Committee on Academics. With Record in this role and Chancellor Gilliam continuing as Chair of the Division I Presidential Forum, UNCG has a voice at the table and an opportunity to help initiate change.

The Committee received an update on the 5 for 5 Campaign for Champions. The Spartan Club has currently secured 1.5 million in pledges. Record also provided an update on the timeline for the completion of the Academic Suite, Weight Room, and Men's Basketball Nutrition & Recruiting Lounge projects, which are all slated for completion by the end of 2020.

As Athletics enters year 3 of the Spartan Way strategic plan, the focus will continue to be on efforts to right-size the department and on the reallocation of resources. This has been an uncomfortable shift in the department's philosophy for some of the sports programs but is necessary for the long-term health and growth of the department.

The student-athletes had a tremendous year academically. Record shared with the committee a number of academic accolades that the department achieved during the Spring 2019 as well the 2018-19 academic year. Some of those highlights included:

- 2018-19 department GPA of 3.22.
- 68.3% of the student-athletes have a cumulative GPA of 3.0 or better.
- Women's golf is ranked 7th in the Nation with a GPA of 3.80 from the 2018-2019 academic year.
- 100% of student-athletes participated in community engagement in 2018-19 and completed a total of 1888 hours.

Record provided a document which provided a snapshot of the history of the 17 programs since 2009. The document includes GPA, Academic Progress Rate, Graduation Success Rate as well as what each program accomplished athletically. This document assists in tracking trends within a program to ensure that we are holistically looking at academic and athletic success.

The Board then recessed for a fifteen-minute break at 9:45 am.

The meeting resumed at 10:00 am.

BOT-1 Campus Climate Presentation

Chair Oakley noted that one of the multiple things that makes UNCG so special is that we value and actively promote a campus climate that makes everyone feel welcome and supported. In order to gauge those efforts from the student perspective, a survey measuring our students' perceptions of their campus environment was launched in the spring, and the data from that survey has been compiled.

Oakley welcomed Dr. Cathy Akens, Vice Chancellor for Student Affairs, and Dr. Julia Mendez Smith, Chancellor's Fellow for Campus Climate, to review that data with the Board. They were joined by student Andrew Council, a junior from Robersonville with a double major in media studies and communication studies.

OPEN SESSION

Action Items:

BOT-2 Nominating Committee Guidelines

Chair Oakley welcomed Brad Hayes, Chair of the Nominating Committee, to present action item BOT-2, proposed Nominating Committee Guidelines.

Hayes reported that, pursuant to the Bylaws of the UNCG Board of Trustees, the Nominating Committee (NOM) is responsible for presenting to the Board a proposed slate of candidates from its membership for the offices of Chair, Vice Chair, and Secretary; as well as for membership on the Executive Committee. The NOM also periodically evaluates the expertise needs of the Board of Trustees, maintains a viable list of potential candidates to fill board vacancies, and makes recommendations when vacancies occur. The composition of the Board of Trustees is set by statute and UNC System Code. Eight are appointed by the Board of Governors, two by the Speaker of the North Carolina House of Representatives, and two by the President Pro Tem of the NC Senate. Appointments take place in odd-numbered years and are for four-year terms. Trustees are eligible to serve a second four-year term if put forward for that purpose. The 13th trustee is the SGA President.

The Board just welcomed two new members (Mae Douglas and Linda Sloan) and had four reappointments (Mona Edwards, Betsy Oakley, Elizabeth Phillips, and Brad Hayes) which followed the processes and protocols prescribed by the BOG's University Governance Committee and by the Legislature. In 2021, the Board will have five members roll off at the end of their second terms: Frances Bullock, Vanessa Carroll, Dean Priddy, Ward Russell, and David Sprinkle.

Given that impending and substantial turn-over, = the Nominating Committee felt that it was time to adopt a set of guidelines that will clarify and define how the Committee will work through the nominations process and ensure that the full board is kept informed and updated. The proposed guidelines were included in the Board's pre-meeting materials at BOT-2.1 and have gone through several rounds of editing and revisions by members of the Nominating Committee (Betsy Oakley, Mae Douglas, Ward Russell, David Sprinkle, and Chair Hayes).

There being no questions from the Board in response, Board Chair Oakley invited a motion to approve the Nominating Committee Guidelines as presented in agenda item BOT-2. Trustee Mona Edwards made the motion, which was seconded by Trustee Hayes. The motion carried unanimously.

Chair Oakley then welcomed Interim Vice Chancellor Charlie Leffler to present items BOT-3 and 4, tuition and fee recommendations for academic year 2020-2021.

In February 2003, the Board of Governors established policy requiring increases in campus-initiated tuition and fees to be set within the context of institutional five-year financial plans, the University's long-range plan, the need for Board-initiated tuition increases, the state's economic environment, and the financial impact on students. The Board's policy further requires fees to remain as low as possible (while also providing the revenues needed to support the purposes for which fees are charged) and requires each chancellor to establish a fee review committee with representatives of all aspects of campus life. Recommendations for tuition and fee increases must be approved by the campus Board of Trustees, upon recommendation of the Chancellor, prior to submission to the Board of Governors.

Chancellor Gilliam appointed a Tuition & Fees Committee to study relevant issues and offer recommendations. = Committee composition included six students, four members of the University's professional staff (representing Financial Aid, Financial Planning & Budgets, Institutional Research, and the Office of the Provost), and three faculty members (including the Chair of the Faculty Senate, Chair of the Faculty Budget Committee, and the Faculty Athletics Representative), with the Vice Chancellors for Business Affairs and Student Affairs also serving ex officio. The Vice President of the Student Government Association and the Senior Vice Provost served as Committee Co-Chairs. The Committee's tentative recommendations were shared with the campus community in two campus-wide forums, both of which were widely advertised in social media and through student organizations. The Committee submitted its recommendations to Chancellor Gilliam after considering input received during these forums.

BOT-3 Campus-Initiated Tuition Increase

Board of Governors guidance on proposed changes in tuition was as follows:

- For all continuing resident (in-state) undergraduates, tuition for 2020-21 shall be frozen at the current rates.
- For newly enrolling resident (in-state) students, tuition may be increased by up to 3%.
- For non-resident (out-of-state) undergraduates, the amount of any potential tuition increase is not subject to a cap; rates shall be market driven and reflect the full cost of providing a quality education.
- For graduate students, the amount of any potential tuition increase is not subject to a cap. Institutions shall establish rates consistent with each program's unique market and academic requirements. They shall be set with an emphasis on maintaining and increasing the excellence of the institution's graduate and professional programs, as well as ensuring access.

Recommendation

A campus-initiated tuition increase (CITI) of 3% on eligible populations of students is being proposed for 2020-21. The impact on students would be an increase of \$133 annually for new in-state undergraduates, \$157 annually for in-state graduate students, \$587 annually for out-of-state undergraduates, and \$568 annually for out-of-state graduate students.

		Proposed	
	Current	Annual	Total
	2019-20	Increase	2020-21
Undergraduate Residents	\$ 4,422	\$ 133	\$ 4,555
Undergraduate Non-Residents	\$ 19,581	\$ 587	\$ 20,168
Graduate Residents	\$ 5,219	\$ 157	\$ 5,376
Graduate Non-Residents	\$ 18,937	\$ 568	\$ 19,505

If approved, this proposed 3% increase is projected to generate revenue of \$754,000. In keeping with the administration proposal, the recommended allocation of these funds, in priority order, is as follows:

- Student success initiatives: \$387,359 (51.4%)
- Build graduate tuition waivers to new rate: \$211,641 (28.1%)
- Faculty salary increase funds to recognize and retain faculty who are promoted in rank or awarded tenure: \$155,000 (20.5%)

TOTAL: \$754,000 (100%)

The proposed tuition increase, and the recommended allocation of the resulting tuition revenue are supported by the following:

Student Success Initiatives

UNCG is working hard to strengthen its national leadership in student success and has set ambitious goals for the coming years. Meeting these goals will mean strategic investments in necessary infrastructure: academic advisors to guide students, academic technology that helps identify problems early and allow instructors more flexibility, and direct academic support in the form of tutoring and supplemental instruction that meets students where they are. The following specific needs and planned expenditures permit the University to make a small step toward addressing the large task we face in enhancing student success:

Academic Advising Needs - According to the National Academic Advising Association (NACADA), the national average ratio of students to advisors is 296 to one. But UNCG is not average in its needs; working with its unusually diverse student population brings challenges that are best met with higher doses of care and concern than are the norm. While some units achieve the average ratio, others have as many as 549 students per advisor. At present the advising staff

needs are greatest in Health and Human Sciences and the Bryan School of Business. As a preliminary step, the University proposes adding one advisor in each of these academic units so that it may initiate progress toward meeting the large student demand in these units.

UNCG is also investing in transfer-students—an important and growing population nationally and in North Carolina. These students complete baccalaureate degrees at UNCG at about half the rate of native students. One significant challenge these students face is a lack of structured pathways; articulation agreements frequently do not go deep enough, leaving too many important course and course-load choices to students who have incomplete or misleading information. Therefore, the University seeks to add one new transfer advisor position to assist this surging population of students. The transfer advisor will report to the leadership of the new Center for Transfer Student Success, housed in the Division of Student Success.

Finally, UNCG needs to continue to invest in additional advising resources targeted at freshmen. Data confirm that the earlier an institution connects a student with a declared major, the more likely the student is to graduate. Accordingly, a major emphasis within the Students First Office (SFO) is to focus on freshmen who have not identified a major. This initiative calls for an intensive advising effort, but existing resources are clearly inadequate to address present and anticipated needs. As an initial step toward resolving this challenge, the University proposes adding one new academic advisor in the SFO for freshmen students.

Academic Testing Center - At present, UNCG has no testing center, and therefore no way for faculty to offer exams outside of class. This severely restricts the extent to which instructors teaching large courses, including those from which high numbers of students eventually withdraw or earn grades of D or F, can re-structure their exam schedules to give students important early grade feedback. UNCG also cannot offer proctored exams for its own online courses and has no way to offer credit by exam testing/CLEP. In addition, it lacks facilities where students who are registered with the Office of Accessibility Resources and Services (OARS) may take exams in specialized environment conducive to their needs. These funds would provide initial support for the staffing, annual software licensing, maintenance, and other requirements of an academic testing center.

Direct Learning Support - UNCG has set ambitious goals for dramatically improving first-year retention and six-year graduation rates. Lowering DFW rates (students who Withdraw from the course or earn a grade of D or F) in large, introductory ‘gateway’ courses is critical. To this end, UNCG would expand highly targeted supplemental instruction and tutoring offerings for students in these courses, beginning in fall 2020.

Graduate Tuition Waivers

Building graduate tuition waivers is necessary to permit these waivers to have the same dollar value as the new rate of graduate in-state and out-of-state tuition. Without this additional allocation, tuition would not be fully waived for the graduate students receiving this award. Such awards are critical for UNCG’s success in recruiting talented graduate students. Without these funds, graduate students would be subject to a reduction in the University’s support of their cost of attendance, and we would not be competitive with peer institutions. These conditions would

likely be detrimental to graduate student enrollment, leading to a significant loss in graduate program quality and University funding.

Salary increases for promoted/tenured faculty

Faculty salary increase funds are awarded annually to recognize and retain scholars who were promoted and/or awarded tenure in the past year. Universities across the country engage in this practice, and without these funds UNCG would be increasingly vulnerable to external recruitment of our most highly valued faculty. Recent benchmarking confirmed that UNCG is not competitive in regard to the salary increments presently awarded to promoted and tenured faculty, and therefore this is an especially important area where the University is striving to make progress.

Following discussion, Chair Oakley invited a motion to approve the campus-initiated tuition rates as presented in agenda item BOT-3. Trustee David Sprinkle made the motion, which was seconded by Trustee Brad Hayes. The motion carried unanimously.

Leffler then proceeded to review with the Board the student fee recommendations for academic year 2020-2021.

BOT-4 Student Fee Recommendations

The UNC System Office conveyed the following guidance to the campuses: For all students, the amount of any increase in total charges for mandatory student fees that are assessed to all students and approved by the Board of Governors is limited to 3%. This limitation includes debt service fees, which UNCG refers to as the Student Facilities fee. The other fee categories include Athletics, Student Activities, Student Health, Education & Technology, and Security. These fee categories are established by the UNC System. An additional System-mandated fee is the \$1 Association of Student Governments (ASG) fee, which is outside the charge of the Tuition & Fees Committee.

Student Fee Recommendations

For the 2020-21 fiscal year, the University proposes to increase the Athletics Fee by \$13.45, the Activities Fee by \$13.90, the Health Services Fee by \$22.55, the Educational and Technology Fee by \$19.15, and the Security Fee by \$7.95. The proposed increases for 2020-21 would result in an \$77.00 total increase (2.69%).

The current annual rates and proposed rates are as follows:

Required Fees	Current Annual Rate		Proposed Annual Rate	
		2019-20		2020-21
Athletics Fee		\$780.00		\$793.45
Student Activities Fee		\$577.00		\$590.90
Health Services Fee		\$310.00		\$332.55
Education & Technology Fee		\$461.00		\$480.15

Student Facilities Fee	\$707.00	\$707.00
Security Fee	\$30.00	\$37.95
ASG Fee	\$1.00	\$1.00
Total Required Fees	\$2,866.00	\$2,943.00

Additional information in support of the fee recommendations is provided below. Note that the Application Fee is also included here. This fee is administratively established and not subject to the review process required for the other categories of student fees; it is subject to Board of Trustees approval.

Athletics Fee:

The Athletics Fee at UNCG supports the University’s NCAA Division I program. Direct student involvement with the program exceeds 250 students inclusive of athletes, cheerleaders, trainers and managers, interns in the sports information and marketing/promotions areas, work-study/departmental employees in athletics offices and in facilities and operations areas.

The goal of the athletic program is to enhance student life at UNCG by providing a quality Division I athletics experience and environment for not only the student population but the entire University community. Image and visibility in North Carolina and the Southeast have also increased by the very nature of the competition with well-established and well-recognized Division I institutions of like or greater stature and missions. UNCG's commitment to a Division I program necessitates an ability to sustain growth.

To cover state-mandated salary increases and programmatic inflationary increases, the University proposes to increase this fee by \$13.45 for 2020-21.

Student Activities Fee:

The Student Activities Fee encompasses the programs and activities that are grouped primarily into four areas: Cultural Activities; Student Organizations and Programs; Student Recreation; and Operations and Maintenance of Student Facilities.

Cultural Activities include the Performing Artists Series and “Corraddi,” the literary magazine. *Student Organizations and Programs* include Student Union, leadership and volunteerism programs, student government, student media, campus activities, Graduate Student Association, multicultural programs, and the student escort service. *Student Recreation* encompasses intramural programs, club sports, operation of the Student Recreation Center, and many other recreational programs. *Operations and Maintenance of Student Facilities* addresses the operational needs of the Student Recreation Center, Elliott University Center, and the ID Center, as well as the maintenance of playing fields.

To cover state-mandated salary increases, inflation, graduate assistant stipends, and utility increases, the University proposes to increase this fee by \$13.90 for 2020-21.

Health Services Fee:

The Health Services Fee provides support to the Student Health Center. The Student Health Center offers comprehensive primary and preventive health care to UNCG students within the context of the University community. A strong commitment is made to address problems that are common to the student population in an effort to protect the overall health of students, direct students toward the achievement of a healthy lifestyle, and contribute to the maintenance of a safe and healthy atmosphere in which students, faculty, and staff live and work.

To provide resources to fund state-mandated salary increases, address the impacts of inflation, establish a new staff psychologist position, and support the Spartan Recovery Program, the University proposes to increase this fee by \$22.55 for 2020-21.

Educational and Technology Fee:

The educational portion of the fee is used in instructional units for courses that are materials and technology intensive and to support departmental computer labs. The portion of the fee that is dedicated to computing and instructional technology – by far the largest use of the E&T Fee – supports the staffing, operations, and equipment replacement costs of computing laboratories and instructional technology available to all UNCG students. The fee also supports part of the cost of maintaining and refreshing the wired and wireless networks used by students. These costs are not covered by State appropriations.

To provide funds for state-mandated salary increases, inflationary cost increases, classroom technology, and to upgrade equipment, the University proposes to increase this fee by \$19.15 for 2020-21.

Student Facilities Fee:

The Student Facilities Fee is used to improve the overall physical environment on the campus and to improve the level and quality of services provided for the students enrolled. Since State appropriations are not available, the student facilities fee is used to provide the necessary funding for self-liquidating capital projects in areas such as recreation, athletics (intercollegiate), student center and other student support facilities.

The University proposes no increase to this fee in 2020-21.

Campus Security Fee:

The Campus Security Fee is used to support the salaries for law enforcement officers and emergency telecommunicators. In addition, the fee is used to fund other security measures on each campus, including a Title IX Coordinator, Clery Compliance Officer, and a Substance Abuse Counselor.

To continue to provide funds to bring security staff salaries closer to the market rate, address the impacts of inflation, and to move the Title IX Investigator from grant funds to fees, the University is proposing a \$7.95 increase in the Security Fee for 2020-21.

Application Fee:

The Application Fee is charged to individuals submitting applications for admission as students to the University. This fee is used to offset the cost of handling applications and to provide funds for recruiting students.

The University proposes an increase of \$15 to the undergraduate application fee for 2020-21. The additional funds would be used to cover the higher costs associated with generating and processing applications for admissions including marketing and recruitment strategies, supplies, technology, personnel travel, and postage.

In accordance with policy of the Board of Governors, action is needed by the Board of Trustees to authorize changes in the required fees as presented.

Recommended Student Fees Action

That the Board of Trustees of The University of North Carolina at Greensboro approve changes for 2020-21 in the required fees as follows:

<u>Fees</u>	<u>Increase</u>	<u>Proposed 2020-21 Fees</u>
Athletics Fee	\$13.45	\$793.45
Student Activities Fee	\$13.90	\$590.90
Health Services Fee	\$22.55	\$332.55
Educational & Technology Fee	\$19.15	\$480.15
Student Facilities Fee	\$0.00	\$707.00
Security Fee	\$7.95	\$37.95
ASG Fee	\$0.00	\$1.00
Undergraduate Application Fee	\$15.00	\$80.00
Graduate Application Fee	\$0.00	\$65.00

Following discussion, Chair Oakley invited a motion to approve the student fee recommendations as presented in agenda item BOT-4. Trustee Brad Hayes made the motion, which was seconded by Trustee Frances Bullock. The motion carried unanimously.

Oakley then announced that the next several agenda items required that the Board convene in closed session. She reminded the Board that once closed session had begun, the only topic of discussion

would be action items BOT-5, BOT-6, UAC-5 and ATH-3, and that votes on those items would not happen until the Board returned to open session.

Oakley then moved to convene in closed session pursuant to North Carolina General Statute Section 143-318.11(2), (5), and (6), in order to prevent the premature disclosure of an honorary degree, prize, or similar award; to establish the amount of compensation and other material terms of an employment contract or proposed employment contract, and to consider the qualifications, competence, performance, character, fitness, conditions of appointment or conditions of initial employment of an employee or prospective employee.

Trustee Ward Russell made the motion, which was seconded by Trustee Kathy Manning. The motion carried unanimously.

General Account of Closed Session Items

Trustees present: Board Chair Betsy Oakley, Frances Bullock, Mae Douglas, Mona Edwards, Brad Hayes, Kathy Manning, Elizabeth Phillips (via teleconference), Dean Priddy, Ward Russell, Linda Sloan, David Sprinkle, Hunter Martin

Others Present: Chancellor Frank Gilliam; Provost Dana Dunn; Charles Leffler, Interim Vice Chancellor for Business Affairs; Jerry Blakemore, General Counsel; Beth Fischer, Vice Chancellor for University Advancement; Kim Record, Director of Intercollegiate Athletics; Waiyi Tse, Chief of Staff; Kelly Harris, Assistant Secretary to the Board of Trustees

BOT-5 Personnel Report dated November 22, 2019

The Personnel Report dated November 22, 2019 was presented for approval. There were no questions or comments about the report.

BOT-6 University Honors

Trustee Mona Edwards, Chair of the University Honors Committee, reviewed with the Board the Committee's recommended nominees for this year's McIver and Holderness-Weaver awards.

UAC-4 Approval of Donor Naming Proposals

Vice Chancellor Beth Fischer presented two donor naming proposals approved by the University Advancement Committee and recommended for approval by the full board. Proposal One related to a study carrell in the Coleman Building's Academic Success Center; Proposal Two related to a student skills lab in the new Nursing and Instructional Building.

ATH-3 Personnel Matter

Athletics Director Kim Record presented six requests for performance bonuses for members of the Athletics Department staff.

Return to Open Session

Chair Oakley requested a motion to return to open session. The motion was made by Trustee Brad Hayes and seconded by Trustee Mona Edwards. The motion carried unanimously, and members of the public were invited to return.

OPEN SESSION

Vote on Closed Session Action Items

BOT-5 Personnel Report dated November 22, 2019

Oakley invited a motion to approve the Personnel Report dated November 22, 2019. The motion was made by Trustee Linda Sloan and seconded by Trustee David Sprinkle. The motion carried unanimously

BOT-6 University Honors

Oakley invited a motion to approve the nominees for the University Honors Awards as presented in agenda item BOT-6. The motion was made by Trustee Hunter Martin and seconded by Trustee Mona Edwards. The motion carried unanimously.

UAC-4 Approval of Donor Naming Proposals

Oakley requested a motion to approve the two donor naming proposals as presented in agenda item UAC-4. The motion was made by Trustee Kathy Manning and seconded by Trustee Frances Bullock. The motion carried unanimously.

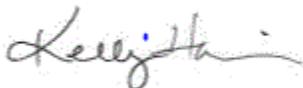
ATH-3 Personnel Matter

Oakley requested a motion to approve the performance bonus requests as presented in agenda item ATH-3. The motion was made by Trustee Brad Hayes and seconded by Trustee Mona Edwards. The motion carried unanimously.

Adjourn

There being no further business before the Board, the meeting adjourned at 11:33 am.

Respectfully submitted,



Kelly Harris
Assistant Secretary to the Board of Trustees