



# UNC GREENSBORO

## Board of Trustees

**Full Board Meeting**  
**April 2, 2020**  
**10:00 a.m. – 12:00 pm**  
**Hosted via Zoom**

### MINUTES

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**MEMBERS PRESENT:** Betsy Oakley, Chair; Vanessa Carroll, Mae Douglas, Mona Edwards, Brad Hayes, Kathy Manning, Hunter Martin, Elizabeth Phillips, Dean Priddy, Ward Russell, Linda Sloan, David Sprinkle

**MEMBERS ABSENT WITH NOTICE:** Frances Bullock

**OTHERS PRESENT:** Chancellor Frank Gilliam; Provost Dana Dunn; Charles Leffler, Interim Vice Chancellor for Finance and Administration; Cathy Akens, Vice Chancellor for Student Affairs; Jerry Blakemore, General Counsel; Kristen Bonatz, Deputy General Counsel; Beth Fischer, Vice Chancellor for University Advancement; Julia Jackson-Newsom, Associate Vice Chancellor for Strategy and Policy; Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer; Kim Record, Director of Athletics; Jeff Shafer, Vice Chancellor for Strategic Communications; Terri Shelton, Vice Chancellor for Research and Engagement, Andrew Cagle, Director of State and External Affairs; Waiyi Tse, Chief of Staff; Kelly Harris, Assistant Secretary to the Board of Trustees; and other members of the administration, faculty, staff, and public.

Chair Betsy Oakley called the meeting to order at 10:02 a.m. and read the Conflict of Interest statement. None were identified. Roll call was taken, and a quorum was confirmed.

#### **Chair's Remarks**

Oakley thanked everyone for being flexible with the remote format as the campus transitioned to the Zoom platform.

Oakley recognized SGA President Hunter Martin and thanked her for her service on the board. She wished Hunter continued success as she graduates and moves on to pursue a graduate degree. In light of the rapidly evolving Coronavirus situation, the Chancellor's Office will work to ensure that the Board is kept as up to date as possible as we move forward over the coming weeks. Communications will include emergency alerts as they arise on campus, such as a tornado warning, gas leak, or Coronavirus related information. Trustees will be polled as to their preferences for

receiving these and other campus communications. A protocol for regular communication will be established to cover not only Coronavirus updates, but also other matters of importance to the campus as they arise.

Oakley thanked Chancellor Frank Gilliam for staying on top of things and for communications such as the messages to students and alumni and the Faculty Town Hall. She also commented on the recent Thrive Global article featuring the Chancellor was well done and was a reminder of how fortunate UNCG is to have him at the helm.

### **Chancellor's Remarks**

Chancellor Gilliam gave an overview of developments related to the unprecedented global Coronavirus public health crisis. UNCG had its first positive case on April 1 involving an off-campus student in quarantine and following public health guidelines. UNCG's response is based on the guiding principles of protecting the public health, putting students' best interest first, with transparency. We want to over communicate even if we don't have all the information and are planning for various scenarios based on the possibility of teleworking over weeks or months.

UNCG is working with The System, the Board of Governors, and the Legislature on refunds for students and the related budget impact. The System just issued refund-related guidance. The campuses have the month of April to work through the complexities and begin issuing prorated refunds for housing costs and dining plans. We sympathize with students and families, and we will do our absolute best to work as quickly as possible. In terms of budget impact, we are collectively working through the federal stimulus plan and what it means for North Carolina, the UNC System, and UNCG. We expect to get some relief.

Gilliam noted that when he began talking about our "shared fate and place" shortly after arriving at UNCG, he could not have foreseen circumstances like this. He commented that UNCG's collective response to and collaboration during the crisis has strengthened his faith in the experience, expertise, dedication, and resilience of his team, our faculty and staff, and of our students and stakeholders. We have come together to collaborate productively and with the greater good in mind.

Student-related updates. Faculty and staff have worked hard in the best interest of our students. Based on state guidance, a limited number of residence hall spaces have been kept open for those students who do not have any practical alternative. No student was left without a viable option. As of April 1, there were 116 students residing on campus. Ninety-eight percent of classes were converted to online platforms, most within just one week. The other two percent are mostly site-based courses in fields like nursing or teacher education and are impossible to continue online. The state is looking at changes to licensure requirements (at least for teacher education) so students who could not complete them due to the virus will still be eligible. For the remaining portion of the two percent, students will receive an incomplete which will be removed as soon as normal operations resume.

May commencement has been postponed. It was a difficult decision to have to make; we know students are extremely disappointed. We are working with student leaders to come up with ways to recognize our graduates, including planning a special ceremony in December. Diplomas for May grads will be mailed.

Faculty/Staff updates. Staff are telecommuting if they can; those who cannot are receiving administrative pay. The Chancellor thanked all faculty who converted classes to online within one week as well as the front-line staff ensuring continuation of operations: emergency management, student affairs, housing staff, housekeepers, and facilities. Faculty and staff are working collectively to keep students engaged, working proactively with students, reaching out to them and engaging with them across a variety of platforms such as Zoom and google hangouts, social media, etc. Many of you saw the “We Are All In This Together” video message that was just to students featuring Ken Jeong, faculty, and students. The video received 16,140 views in three days

Capital Campaign update. We are currently focusing much of our energy on fundraising for the most urgent needs of our students, something that we anticipate will increase in the next few weeks and months. Much effort has been made in preparing for the upcoming campaign launch; Beth Fischer and her team, along with the invaluable guidance from members of the Board of Trustees, have done a wonderful job in a short timeframe. However, after talking with Chair Oakley, and campaign Co-Chairs Susan Safran and Randall Kaplan, the decision was made to reschedule the public launch of our comprehensive campaign from September 2020 to the Fall of 2021. We all greatly appreciate the investments received thus far and are confident that this necessary postponement will allow us to be sensitive to the needs of our campus community, our external community, and fluctuating individual concerns and market conditions.

Admissions Requirements update. In light of COVID-19, the Board of Governors has established new minimum admission requirements that will take effect for a three-year period beginning this fall, one year earlier than originally planned. Previously, students who wanted to be considered for admission to a UNC System school had to meet minimum standards in two areas. They had to have a weighted high school grade-point average of 2.5 on a four-point scale and a score of at least 17 on the ACT or 880 on the SAT. Under the new standard, students must meet either the GPA or the test score standard, not both. The minimum GPA remains at 2.5. The minimum test score increases to either 19 on the ACT (the state average) or 1,010 on the SAT. This change was anticipated, and the Provost’s office and Enrollment Management are adjusting processes accordingly.

Searches update. Isaacson Miller has shared that we are fortunate compared to some other institutions they work with, in that UNCG is operating from a position of strength and that our recent searches are drawing stronger candidate pools than those from years past. This is due in large part to the fact that candidates now see UNCG differently – as a place with forward momentum.

- **Finance and Administration.** The Chancellor announced the hiring of Bob Shea as the new Vice Chancellor for Finance and Administration, beginning May 1. Bob comes to UNCG from a similar role at Elon University. While there, he helped spearhead the university’s 10-year strategic plan, lead major construction projects (including building an on-campus hotel and renovating residence halls). Bob also guided strong financial performance, delivering an annual operating surplus while managing more than \$900M in total assets and helping the Elon endowment reach a record \$291 million as of December 2019.

Prior to joining the leadership team at Elon, he was senior fellow, finance and campus management, at the National Association of College and University Business Officers (NACUBO), the professional association of CFO's in higher education, where he led the Higher Education Economic Models Project and the Endowment and Debt Management Forum. He was also the Vice President for Business Affairs at the four-campus Community College of Rhode Island system and Special Commissioner for Higher Education for the State of Rhode Island. A veteran, Bob retired in 2007 from the US Navy as a captain. He served for twenty-five years with postings around the United States and the world, culminating his naval career with three years on the faculty at the Naval War College, in Newport, Rhode Island. He holds a Masters' of Business Administration from the College of William and Mary and a Master of Arts in Strategic Studies from the Naval War College. Bob will spend time with the Chancellor and Charlie Leffler in April to transition.

The Chancellor welcomed Bob Shea, who briefly addressed the Board, and thanked Charlie Leffler for having done a wonderful job serving as interim, more than holding down the fort during this tumultuous time.

- Enrollment Management. Virtual interviews are ongoing by the search committee, key campus stakeholders, and the Chancellor. Two finalists have been identified and we hope to announce a hire soon.
- Provost. "Airport" interviews have just been conducted. Five semi-finalists have been identified and will be interviewing with campus leadership and stakeholders virtually in the coming weeks. Time for the Board to meet with the finalists via Zoom will be scheduled.
- Weatherspoon. The search committee and Provost Dunn have interviewed semi-finalists; the Chancellor will be meeting them virtually within the next week or so.

UNCG Performance Agreement. UNCG was just recognized by Interim President Roper at the March 20th BOG meeting for being the only System campus to meet or exceed our five-year strategic performance metrics in 2018-2019. We were tasked with the following by 2021-2022:

- increase low-income enrollment and completions over 2015 levels by 15.1 and 32.5%, respectively
- Raise our five-year graduation rate to 62.4% over the 2010 cohort of 56.7%
- reduce the achievement gap in undergraduate degree efficiency among underrepresented minority students by 50% over 2015 levels
- increase critical workforce credentials by 19.5% over 2015
- Improve rural completions, undergraduate degree efficiency, and research productivity by 12.9, 19.8, and 9.4 % over 2015 and 2016 numbers

The Chancellor recognized and thanked Provost Dunn and the enrollment and student success teams for their hard work and efforts over the last 5 years in getting us there. Business North Carolina's coverage of this accomplishment was shared with the Board.

The Chancellor closed his remarks by repeating something Professor Andrea Hunter wrote after a Provost search committee meeting: “Finally, upon reflection on where we are now, we began this effort not knowing that the world we live in would change as it has. My granddaddy survived the 1918 flu pandemic--he was in an Army Training Camp in Massachusetts which was at the epicenter of the virulent second-wave of the pandemic, it was reported at the time that, ‘corpses were stacked in the morgue like cord wood.’ He was a man of tenacious will, and what his life tells me is that this horror will not last, and when the sun returns, we may find we have new courage to exceed what we imagined (or dared to hope for). My granddaddy, southern born 30 years after the 13th amendment was ratified, lived to be 91, married, and had 13 children, and here I sit with you today. What I learned from him and all of my elders is that the companion of pain need not be despair, grieve as we must but we live in faith, and in the possible.”

## **OPEN SESSION**

### **Presentations:**

#### **BOT-1 Emergency Management and the COVID-19 Response (Smith)**

Chair Oakley welcomed Zach Smith, Director of Emergency Management Operations, to give a presentation on UNCG’s Emergency Operations Plan (EOP) and how it has been implemented in light of the Coronavirus pandemic. Mr. Smith reviewed the University’s Emergency Operations Plan, which is routinely reviewed and updated and aligns with System, county, and state plans. The UNCG plan serves as the principal framework for preparing for and responding to any type of emergency or disaster that may impact UNC Greensboro.

UNCG began increased monitoring of the Coronavirus on January 23; at that time, International Programs was closely monitoring the situation and identifying students who could be impacted. Thereafter, UNCG activated its virtual emergency operations center system to allow for increased communication and coordination and the UNC System began conducting routine COVID-19 conference calls. The EOP was activated on February 5 and departments began further preparedness measures. A dedicated Coronavirus webpage launched on March 3 to provide continuous information specific to UNCG students, faculty, and staff. A response organization and structure were established on March 5 to delineate responsibilities and reporting relationships, in coordination with the Guilford County and State partners. This structure was utilized in the implementation of measures to transition to online classes, assist residential students with departure from campus, and move staff to teleworking status where feasible.

Moving forward, the stay at home order is being managed for students, faculty, and staff. Over 100 residents remain on campus; their needs are consistently monitored. Communications with stakeholders will continue while planning for the completion of this semester, and for future semesters, is underway.

In response to a question from Trustee Brad Hayes, Smith confirmed that campus enterprises continued to provide dining services to the students on campus. Vice Chancellor Cathy Akens noted that students were consolidated into apartment-style housing in order to maximize private accommodations, including private baths for the majority.

Trustee Mona Edwards thanked Zach for the presentation and for his team's hard work and dedication and asked what initial recovery stages might look like moving forward. Given the dynamic environment we are living in, Mr. Smith stated that his expectation is that recovery would likely begin with the lifting of executive orders into a short term recovery effort, slowly bringing non-mandatory staff back to campus, followed by other less critical campus operations, keeping in mind where we are in the course of the academic year. Associate Vice Chancellor Julia Jackson-Newsom mentioned ongoing evaluations in various scenarios such as offsetting the loss of summer activities and new student orientation.

Trustee Kathy Manning asked about the students who remained on campus, if we are considering enhanced efforts to ensure that students return for 2020-2021, and if campus facilities might be used as a means for providing camp or childcare for parents who have lost those options due to closures and cancellations. Cathy Akens stated that the majority of students still on campus are either international and cannot go home or who did not have a home to go to. Provost Dunn mentioned that efforts to ensure that students return would be discussed in detail during the next presentation. Chancellor Gilliam mentioned that there had been conversations about the possibility of assisting the broader community whether by potential use of campus facilities or by partnerships with local entities such as Cone Health.

Oakley thanked Zach Smith for his thorough presentation before turning to Provost Dunn and Interim Vice Chancellor Charlie Leffler for a presentation on budget and enrollment status in light of the pandemic. She also thanked Vice Chancellor Leffler for his service and wished him well in his retirement.

#### BOT-2 Budget and Enrollment Update

Leffler began by noting that the new Nursing and Instructional Building (NIB), scheduled to be occupied this fall and ready for instruction for the spring semester. 19-20 budget. Because a state budget was never approved, funding for repair and renovations, salary increases, and capital projects such as the NIB and Jackson Library did not come. The General Assembly reconvenes on April 29, but they will likely focus on COVID-19 so we don't expect much opportunity to revisit those funding issues. We will need about \$ 4.6 million to cover move-in, equipment, and first year operational costs for the NIB. We have developed a funding strategy for finding those funds using our carryforward authority, capturing lapsed salaries, and other opportunities that might be identified.

For the fiscal year 2019-2020 year-end, we are focused on balancing our budget, meeting our commitments, planning for the opening of the NIB, and responding to COVID-19. The financial impact of the pandemic involves out of pocket costs such as making payroll (including student and temporary employees) and compensatory time for mandatory employees, lost revenues from events such as summer campus, performances, SOAR, etc.; potential refunds of housing and dining, and disruptions with enrollment. Various scenarios are being considered.

There are also intangible impacts such as lost opportunities to engage with students, lost momentum on fundraising, impact on recruiting students, faculty, or staff because campus visits are precluded.

For 2020-21, the enrollment impact affects credit hour production. We are experiencing a reduction of about 2000 credit hours out of over 500,000, but this has a net impact of about \$4.4M as it calculates through the formula. We are working on how to allocate that reduction across the campus within the framework of the formula.

The Federal CARES Act has a component called the Education Stabilization Fund, which is about 31 billion dollars to be allocated across the higher education landscape from the Department of Education directly to the universities. We don't yet have all the information yet, but we do know that 50% of our allocation must be used for emergency student financial aid purposes. The Board of Governors has deferred action on recommended tuition and fee raises so we are keeping an eye on that as well.

In response to a question from Trustee Brad Hayes, Provost Dunn confirmed that the primary way to achieve reduction allocations on the academic side of the house will be based on pulling back a subset of new position lines that were being searched for. She then reviewed data related to the trend in enrollment and credit hour numbers. We have a total decline in credit hours of 1,958 hours or about 3/10 of a percent. Of note is a disproportionate decline at the master's level; we have identified a coding correction artifact related to a massive data cleanup and inappropriate coding of senior-level classes as master's level. Corrected data will be shared.

Dunn reviewed several strategies to drive enrollment. These were in place prior to COVID and have now been adapted accordingly. These include enhanced marketing and communications through social media, direct mail, and a texting platform; continued focus on diversifying the student body with an emphasis on nontraditional students (part-way home students and transfers), and online instruction growth; virtual campus visits and SOAR orientation, earlier scholarship packaging, graduate student assistantships, and increased funds for both.

Going forward, we will be funded based on completions rather than on enrollment. We will continue our many initiatives tied to academic success; these will be enhanced and expanded. We are also implementing early warning interventions to assist students in academic difficulty and are redesigning the math curriculum to reduce drop/failure/withdrawal rates in that program.

For the first time in many years, we saw an improvement in our retention rate and take that as evidence that some of these strategies are working for us and will continue to do so during this critical time.

In response to a question from Ward Russell, Charlie Leffler confirmed that the \$ 4.4M reduction is from the state appropriation and could be higher depending on enrollment. The availability of student rescue funds as a means of offsetting this was also discussed; Vice Chancellor Beth Fischer shared that there is an emergency aid fund for students called the Safe Fund that was established by the class of 1967. The fund is administered through Student Affairs, which vests requests for things needs such as transportation, food, access to technology. An email solicitation to support the fund has raised \$ 4000 from about 50 donors, and we have confirmation that another donor intends to make a substantial gift to support either the Safe Fund or the Rescue Fund (which extends longer term to assist students with maintaining educational consistency).

The incoming Vice Chancellor for Finance and Administration will be working with Chancellor Gilliam, Interim Vice Chancellor Leffler, and former Vice Chancellor Charlie Maimone to manage the transition during this time of budget uncertainty. Provost Dunn will also assist with the new provost transition.

In response to a question from Chair Oakley, Interim Vice Chancellor Leffler confirmed that CARES Act funds would come to UNCG directly from the Department of Education and we are working with The System as well as internally to be ready to get the funds into the hands of the students as quickly as possible. We will begin to get a handle on what our options are during the course of this month.

### **Action Items:**

#### **BOT-3 Consent Agenda**

- BOT-3.1 Minutes – February 5, 2020
- BOT-3.2 Internal Audit Plan for 2020-2021
- BOT-3.3 Candidates to be Awarded Degrees and Certificates in May 2020
- BOT-3.4 Designer Approval - Spring Garden Apartments Elevator and Generator

Chair Oakley identified those items on the consent agenda, all of which were included in the trustees' pre-meeting materials. Trustee Mona Edwards asked if a decision with reference to item BOT-3.3, inquiring as to whether a decision had been made about how diplomas would be awarded. Provost Dunn confirmed that the diplomas would be mailed to the graduates. There being no further questions or requests to discuss any of the items individually, Oakley invited a motion to approve the consent agenda. Trustee Ward Russel made the motion. Mona Edwards seconded, and the motion carried unanimously.

Oakley announced that agenda item is BOT-4, a request to establish a new Regional Technology Readiness Institute, was being tabled until the next Board meeting.

The next several items on the agenda required that the Board convene in closed session. Oakley noted during closed session, the only topic of discussion would be action items BOT-5, 6, and 7, and information item BOT-8, and votes on the three action items would not be taken until open session had resumed. Given the web-hosted meeting platform, she announced that members of the public were invited to remain in the open session Zoom meeting while the Board convened separately in closed session; the Board would return to the open session meeting thereafter.

Oakley then moved to convene in closed session pursuant to North Carolina General Statute Section 143-318.11(2) and (6), in order to prevent the premature disclosure of an honorary degree, prize, or similar award; to consider the conditions of appointment or conditions of initial employment of an employee or prospective employee, and to prevent disclosure of confidential personnel information under Chapter 126 of the North Carolina General Statutes. Ward Russel made the motion. Kathy Manning seconded and the motion carried unanimously.

## **General Account of Closed Session Discussion**

**MEMBERS PRESENT:** Betsy Oakley, Chair; Vanessa Carroll, Mae Douglas, Mona Edwards, Brad Hayes, Kathy Manning, Hunter Martin, Elizabeth Phillips, Dean Priddy, Ward Russell, Linda Sloan, David Sprinkle

**OTHERS PRESENT:** Chancellor Frank Gilliam; Provost Dana Dunn; Charles Leffler, Interim Vice Chancellor for Finance and Administration; Jerry Blakemore, General Counsel Beth Fischer, Vice Chancellor for University Advancement; Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer; Kim Record, Director of Athletics; Waiyi Tse, Chief of Staff; Kelly Harris, Assistant Secretary to the Board of Trustees.

BOT-5 Approval of Donor Naming Proposals (Fischer)

BOT-5.1 Donor Naming Proposal for Academic Success Center Study Carrell

BOT-5.2 Donor Naming Proposal for Academic Success Center Study Carrell

Vice Chancellor Beth Fischer reviewed two donor naming proposals for study carrells in the Coleman Building's Academic Success Center.

BOT-6 University Honorary Degree Nominations (Dunn)

BOT-6.1 Nomination Packet 1

BOT-6.2 Nomination Packet 2

BOT-6.3 Honorary Degree Policy and Procedures

Provost Dunn reviewed two nominations for University Honorary Degrees to be conferred in May 2021.

BOT-7 Personnel Report dated March 20, 2020 (Dunn)

BOT-7.1 Personnel Report

Dunn also reviewed a personnel report dated Mach 20, 2020.

BOT-8 Annual HR Compliance and Quarterly Report 2019-2020 (2<sup>nd</sup> Quarter)

BOT-8.1 Quarterly Report

The Board was referred to a quarterly salary actions report that was included in the pre-meeting materials.

There being no further discussion, Chair Oakley requested a motion to return to open session. Trustee Mona Edwards made the motion; it was seconded by Trustee Kathy Manning and carried unanimously.

**OPEN SESSION**

**Vote on Closed Session Action Items**

BOT-5 Approval of Donor Naming Proposals

Upon return to open session, Oakley invited a motion to approve the donor naming proposals presented in agenda item BOT-5. Trustee Kathy Manning made the motion; it was seconded by Trustee Mona Edwards and carried unanimously.

BOT-6 University Honorary Degree Nominations

Oakley invited a motion to approve conferral of an honorary degrees on Nominee 1 and Nominee 2 as presented in agenda item BOT-6. Kathy Manning made the motion. Mona Edwards seconded, and the motion carried unanimously.

BOT-7 Personnel Report dated March 20, 2020

Oakley invited a motion to approve the personnel report presented in agenda item BOT-7. Kathy Manning made the motion. Mona Edwards seconded, and the motion carried unanimously.

The remaining items on the agenda were information items and were included in the pre-meeting materials.

**Information Items:**

BOT-9 Fundraising Report Update

BOT-9.1 Current Fiscal Year Gifts and Pledges

BOT-9.2 Board Giving Summary

BOT-10 Summary of Action Items Approved by Authority Delegated to the Chancellor for the period of February 20, 2019 to January 24, 2020

BOT-10.1 Summary Report

BOT-11 Report on Annual Appointments to Academic Advisory Boards

BOT-11.1 Bryan School of Business and Economics

BOT-11.2 School of Health and Human Services

BOT-11.3 School of Nursing

- BOT-12 Additions and Deletions to the December 2019 Degree Candidates List
  - BOT-12.1 Additions and Deletions to the December 2019 Degree Candidates List
- BOT-13 Facilities Design and Construction Update
  - BOT-13.1 Facilities Design and Construction Update since November 19, 2019 with photos of projects currently under construction
- BOT-14 University Investment Fund Board Update
- BOT-15 Quarterly Enrollment and Tuition Dashboard
- BOT-16 Financial Report Review – Fiscal Year 2019

There were no questions about the information items.

There being no further business before the Board, the meeting was adjourned at 12:29 pm.

Respectfully submitted,



Kelly Harris  
Assistant Secretary to the Board