



UNC GREENSBORO

Board of Trustees

December 3, 2020

8:30 am

[Live Stream](#)

MINUTES

MEMBERS PRESENT (via Zoom): Betsy Oakley, Chair; Vanessa Carroll (joined at 9:17 am), Mae Douglas, Mona Edwards, Brad Hayes, George Hoyle, Austin Moore, Elizabeth Phillips (joined at 10:05 am), Dean Priddy, Ward Russell, Linda Sloan, David Sprinkle

MEMBERS ABSENT WITH NOTICE: Kathy Manning

OTHERS PRESENT (via Zoom): Chancellor Frank Gilliam; Provost Jim Coleman; Bob Shea, Vice Chancellor for Finance and Administration; Beth Fischer, Vice Chancellor for University Advancement; Jerry Blakemore, General Counsel; Cathy Akens, Vice Chancellor for Student Affairs; Jeff Shafer, Vice Chancellor for Communications; Terri Shelton, Vice Chancellor for Research and Engagement; Donna Heath, Vice Chancellor for Information Technology Services; Andrea Hunter, Chancellor's Fellow for Campus Climate; Julia Jackson-Newsom, Associate Vice Chancellor for Strategy and Policy; Jeanne Madorin, Association Vice Chancellor and Chief Human Resources Officer; Tina McEntire, Vice Chancellor for Enrollment Management; Kim Record, Director of Athletics; Waiyi Tse, Chief of Staff; Kelly Harris, Assistant Secretary to the Board of Trustees; James Lyons, Technology Support Analyst; and other members of the administration, faculty, and staff.

Chair Betsy Oakley called the meeting to order at 8:30 am and read the Conflict-of-Interest Statement; none were identified. Roll call was taken, and a quorum was confirmed.

Chair's Remarks

Oakley welcomed all in attendance. She then announced that alumna and former Board Chair Susan Safran and husband, Perry Safran, have invested \$1M to establish the new Safran Family Endowed Scholarship. The gift will establish a merit scholarship that will be part of UNCG's Minerva Scholars program and will be presented to students from any field of study. Oakley also recognized Susan Safran's generous support of UNCG nursing students, the School of Nursing's Veterans Access Program, UNCG Athletics, and our performing arts. Susan served on the Board of Trustees from 2009 to 2019, including two years as chair. She also chaired the Chancellor Search Committee that brought Chancellor Gilliam to UNCG, and she worked with him to ensure that the Nursing and Instructional Building was on the NC Connect Bond; the building is

slated to open in January 2021. Susan was also the 2019 recipient of the UNCG School of Nursing Distinguished Alumni Award.

Oakley recognized Perry Safran for his service on UNCG's Excellence Foundation Board. A former Raleigh City Council member, he is a member of the NC State University Board of Trustees. He is also a former president of the NC State Alumni Association, which presented to him the 2019 Meritorious Service Award. The Safrans' gift to UNCG, endowing the Safran Family Endowed Scholarship, will make a remarkable impact on the lives of high-achieving Spartan students year after year.

Oakley thanked the Safrans for setting the example and leading the way for our next campaign. The Safrans shared their motivation for and excitement about establishing the Scholarship.

Chancellor's Remarks

Chancellor Gilliam thanked the Safrans for their gift, noting that Susan was largely responsible for bringing him to UNCG, and that she and Perry were essential in getting the Nursing and Instructional Building on the NC Connect Bond. The building will make a tremendous difference to our nurses, our faculty in the sciences, and most importantly to our students. Susan is also co-chair of the capital campaign, and she and Perry are tremendous supporters and friends of UNCG.

Gilliam updated the Board on the upcoming Virtual Commencement for all undergraduate and master's students from the May, August, and December 2020 classes. It will run on Friday, December 11, 2020. The ceremony will be similar to an in-person ceremony, except that it will be done virtually. Speakers have all been recorded, including Chair Oakley, Provost Coleman, Faculty Senate Chair Anthony Chow, and Student Speakers. In addition, alumna and Saturday Night Live cast member Lauren Holt will open. Honorary degrees are being awarded to EmmyLou Harris and Rhiannon Giddens, and the Board of Governors Teaching Award will also be given. In addition to the virtual ceremony, we have created individual student web pages celebrating each student's earned achievement; and every college will have its own special page so they can celebrate with the deans, faculty, and students with whom they shared so much. A virtual doctoral recognition ceremony will be on Friday, January 15, 2021. We plan to do something on campus for 2020 grads as soon as it is safe to gather in person.

As previously mentioned, the new Nursing and Instructional Building will open at the start of the Spring semester in January. Board members are invited to tour the facility. The hope is that an in-person event with a new dean of nursing will take place in Fall 2021.

Gilliam turned attention to COVID-19 and the university's success in staying open for the semester. Finals are being done remotely this week, and about 250 students will remain on campus over the winter break with ample staff on hand to support them. Students were extremely motivated to do the right thing and abide by protocol so they could keep up their momentum and make progress towards a degree; they wanted face-to-face courses and a residential experience so they acted responsibly and encouraged their peers and all of us to do the same. The maturity and commitment they are exhibiting in responding to the virus is humbling and inspiring. We also have great staff and faculty and a cohesive COVID operational task force led by Julia Jackson-Newsom and Zach Smith who have done a fabulous job. We've thanked the front-line

employees – emergency management, environmental health and safety, housekeeping, facilities, and police; but Gilliam specifically mentioned others who were essential to our success, including:

- Vice Chancellor Jeff Shafer and his communications team
- Vice Chancellor Donna Heath and her information technology team, who have worked non-stop to quickly and smoothly transition to online platforms.
- Vice Chancellor Cathy Akens and her student affairs team, who handled student health, residential life, and virtual activities and programs.
- Vice Chancellor Terri Shelton, who worked with faculty on both ramping up research after the transition to remote learning and helped faculty determine how research would work under very different conditions.
- Associate Vice Provost Andrew Hamilton, who handled classroom management/academic relief package for students, and his team for providing academic support services for struggling students while also handling the bulk of the student and parent emails.
- Dean Kelly Burke and the other Deans who have been very creative finding ways to teach our students.
- Dean Karen Bull and UNCG Online for helping faculty transition to a virtual teaching environment.

In response to COVID, an academic relief package for Fall 2020 and Spring 2021 was passed by Faculty Senate on Nov. 19. The package permits undergraduate students to opt for Satisfactory/Unsatisfactory (SA/US) grading for up to two courses/eight credit hours, and offers withdrawal options for students who have consulted with an advisor.

Gilliam continued with information on plans for the Spring semester. The calendar has been adjusted; we are starting a week later and eliminating Spring Break, but are adding several “wellness” days. Plans for re-entry testing are in place, and additional social distancing of 51 classrooms across campus begins next week. The student response has been positive, and we have received written thanks from students for our efforts.

The budget remains an issue. We estimate a deficit of \$24.2 million, assuming we continue with the current operational plan. If for some reason we have to close the residence halls this Spring, the deficit will grow significantly. To address the shortfall we have utilized the following:

- CARES Act funding
- Money from vacant FTE lines
- HR action holds as much as possible
- Operational savings/reserves/fund balances
- Units have trimmed budgets by 4-5% (using some of the above strategies)

We made two strategic decisions: protect the academic enterprise as much as possible, and protect jobs as much as practicable.

Despite the deficit, UNCG remains fundamentally sound and on the right track. We are doing amazing work every day in a very difficult, uncertain environment. We can't grind to a halt, and we must invest in programs and initiatives that will fuel our rebound, help us recapture growth, and prepare us for the future.

Equity, Diversity, and Inclusion efforts are ongoing. Many trustees had a productive meeting with Dr. Andrea Hunter last month, and the Board will be continuing conversations on its role in this work. Gilliam noted that culture change is challenging; he has worked on these issues for almost 40 years and noted his appreciation for the Board's commitment to our shared values around equity, diversity, and inclusion. The Chancellor's Fellows for Campus Climate are developing a conceptual framework and action plan to bring coherence and intentionality to UNCG's integrated inclusive excellence work. Some initial goals for this year include:

- working with Deans and Vice Chancellors on EDI plans for their units
- retooling mandatory faculty search committee training and guidelines
- reviewing academic policies that may have a disparate impact on faculty of color
- anti-racism and anti-bias trainings for the campus
- developing an equity dashboard and method for assessment
- professional development for faculty and staff of color
- forming a bias response and education team
- implementing action items related to the student climate survey

Having just completed his five-year review, Gilliam concluded with mention of plans moving forward as he begins his second full term and where the University should be in the next five years, ten years, and beyond. The question that continues to guide him is how UNCG becomes a national model for blending access, excellence, and impact to transform the institution? We have a solid foundation in place and movement on several key initiatives that will allow us to move ahead of our competitors. To that end Gilliam has been using the metaphor of a "slingshot"; what can we do to propel us forward, even through a crisis such as COVID-19. We must invest in programs and initiatives, academic and otherwise, that will slingshot us beyond our peers when the pandemic eases. What things will propel us forward; allow us to disguise ourselves? I look forward to these strategic conversations with the board in the new year.

Open Session

Approval of Minutes – September 24, 2020 and November 23, 2020

On individual roll call votes, the minutes of the September 24, 2020 and November 23, 2020 meetings were unanimously approved without additions or corrections.

Committee Reports

Finance and Administration Committee

Chair David Sprinkle gave the report from the Finance and Administration Committee's December 1, 2020 meeting. Vice Chancellor Bob Shea gave a brief welcome and overview of the meeting agenda. Thereafter, the Committee considered and approved two action items; those items are recommended for approval to the full Board.

FAC-1 Acceptance of Completed Projects in Fiscal Year 2019-2020

Pursuant to UNC Code, the Board of Trustees is responsible for granting final acceptance of all completed buildings and projects. In relation thereto, Vice Chancellor Bob Shea presented to the Committee information on the following capital improvement projects that were completed in fiscal year 2019-2020:

- Bryan 137 Renovations: The location of the School of Business Student Services Suite (Bryan 301) did not meet the faculty and administration needs required to serve the growing student population. The scope of the project included new enclosed offices, reception area, break area with kitchenette, and conferencing spaces, as well as demolition and reconfiguration of existing mechanical, electrical, plumbing, and fire protection systems. There were also minor modifications to Conference Room 235. *Project Cost: \$400,931*
- Bryan Building Elevator #1 Modernization: The scope of this project was a complete modernization of the existing 1979 hydraulic elevator to improve the overall system reliability and performance. *Project Cost: \$430,599*
- Coleman Building Academic Success Center: The project's scope was to repurpose an athletics equipment room into an academic study space for 50 students. *Project Cost: \$523,588*
- North Campus Plant and Pollination Center: Based on need identified by Biology Department Faculty members, the project included space for indoor and outdoor research activities and lab space to accommodate research on honeybees. This included indoor space for molecular bench work, equipment for beekeeping and hive observation, and space for the hives. At pre-design, a decision was made to move the site from 915 Northridge to the North Campus. *Project Cost: \$475,220*
- Steam Distribution System Replacement Phase 4A: The scope of this project included replacement of steam and condensate piping from manholes #73 to #74 (EUC to Bryan Building Service Drive at Theta Street), manhole refurbishment and all associated sitework. *Project Cost: \$2,327,106*
- Weil Winfield Fire Alarm Replacement: The project replaced the existing addressable system, added mass notification, and corrected ADA deficiencies associated with the fire alarm system. The attic sprinkler system was converted to a dry system. Cameras were added for increased security. *Project Cost: \$1,640,370*
- 21 additional projects were completed at a cost between \$5000 and \$300,000.

The Committee voted unanimously to approve final acceptance of these projects and recommended approval by the full board.

Motion – FAC-1

Sprinkle invited a motion to approve acceptance of the completed projects as presented in FAC-1. Trustee Brad Hayes made the motion; Trustee Linda Sloan seconded. On roll call vote, the motion carried unanimously.

FAC-2 Approval of designer selection for Foust Building Electrical Upgrades Phase II

Sprinkle reported that the scope of this capital project will be to modernize the Foust Building electrical system by upgrading panels and individual circuits from the recently completed new electrical service. Work will be scheduled to occur in each building area separately to accommodate individual departmental calendars. The total estimated budget for the project is \$1,850,00 (to be confirmed through design), with available funding for design services at \$515,000. The request for qualifications and letters of interest for design services was advertised on the North Carolina General Administration website. Ten firms submitted letters of interest – one of those was from Guilford County. The Designer Pre-Selection Committee reviewed the letters of interest and invited three (3) firms to an interview on November 23, 2020. As a result of those interviews, the Pre-Selection Committee recommended the following firms in ranking order:

1. SKA Consulting Engineers, Greensboro, NC
2. Sigma Engineered Solutions, PA, Morrisville, NC
3. DeVita & Associates, Inc., Charlotte, NC

SKA Consulting was recommended to the FAC Committee for the following reasons:

- They are a local firm and responded to all selection criteria.
- They were the only firm to provide HUB participation during the design phase.
- The SKA team also included the preservation architect who studied the historic aspect for the initial design study of the Foust Electrical Upgrades Phase I project.
- The team provided the most relevant examples of similar projects and demonstrated capability to address issues similar to those we expect to encounter on this project.
- SKA illustrated the best understanding of user needs, level of service, and detail needed to phase the project's construction activities.

Based on the above information, the FAC Committee recommended approval by the Board.

Motion – FAC-2

Sprinkle invited a motion to approve selection of SKA Consulting Engineers of Greensboro for the project and, if agreeable terms cannot be met with SKA, that the Board authorize the administration to negotiate terms with the other firms in ranking order.

Trustee Linda Sloan made the motion, which was seconded by Trustee Ward Russell. On roll call vote, the motion carried unanimously.

Sprinkle concluded with mention of three information items submitted to the Committee; there were no questions or comments about those items.

Compliance, Audit, Risk Management, & Legal Committee

Committee Chair Mona Edwards gave the report of the December 1, 2020 Compliance, Audit, Risk Management, and Legal Affairs Committee meeting. Highlights for the meeting included a review of both internal and external audits performed to date, an institutional risk management update, an informational matter related to a recent delegation of authority by the Board of Governors to the Board of Trustees, and a COVID-19 briefing. The original agenda also included a report on the implementation of the new Title IX Rule but given timing and circumstances this briefing was postponed. Don Skeen, Director of Internal Audit, presented a Summary of Internal and External Audits Performed to date; no exceptions were reported for these audits. With respect to the financial audit of the University, an exit conference with the auditor is scheduled for December 8, 2020.

Regarding Institutional Risk Management, Vice Chancellor for Finance and Administration Bob Shea discussed the funding stability risk and provided an update on the remainder of state and federal CARES Act funding. He emphasized the reliance on recruitment and retention of students as a primary source of revenue growth. Vice Chancellor for Enrollment Management Tina McEntire shared the total Fall 2020 enrollment numbers reflecting an expected 2.1% total decline and a projected Spring 2021 total decline of 2.4%. A three-year turnaround is anticipated for recovery. McEntire also shared critical enrollment factors for the spring semester. Institutional Risk Management Director Mark McKinney discussed how COVID-19 had impacted the operational and strategic risks for the fall and the short- and long-term effects going forward. He also discussed several other key risk issues, including significant deferred maintenance. There was extensive discussion of the potential adverse impact of further delays in addressing the deferred maintenance problems, and several Committee members expressed their concern about this issue. The Chancellor advised the Committee of the System Office policy and protocols, and further indicated that this was a challenge that each of the 17 institutions is facing and one in which President Hans is aware.

The Committee expressed a keen interest in helping assure that President Hans and members of the Legislature understood the necessity to address the deferred maintenance challenges. There was support of the Committee to assist in this effort in coordination with the Chancellor's Office. As such, a follow up item is for the staff to develop talking points which will inform the Board of specific deferred maintenance challenges.

A planned briefing on the new Title IX Rule was postponed in light of time constraints. However, the Chair acknowledged recent media reports related to a Title IX type of investigation and reiterated the University's position regarding a recommitment of our values and our commitment to providing an inclusive, safe, non-discriminatory environment for learning, living, and working.

General Counsel Jerry Blakemore then advised the Committee that the Board of Governors has delegated authority to the Board of Trustees to approve advance planning for capital improvement projects where the effort is funded with non-general fund money. With this delegation, UNCG can be more efficient by engaging design professionals and in developing project scopes and budget estimates prior to seeking BOG approval.

Finally, Associate Vice Chancellor Julia Jackson-Newsom provided a follow up to the briefing she and Emergency Management Director Zach Smith presented at the September CARL Committee meeting. Jackson-Newsom shared an overview of campus operations and case numbers for the fall semester, discussed the current status of the campus, and discussed plans for action over the winter break and for the Spring 2021 semester. Chair Edwards closed the meeting by extending special thanks to Jackson-Newsom, Smith, and to the entire team who worked so tirelessly to develop and coordinate this effort.

University Advancement Committee

Trustee Mae Douglas gave the report from the University Advancement Committee's December 1, 2020 meeting on behalf of Advancement Chair Kathy Manning who was absent. The first order of business was approval of the minutes from the September 22, 2020 committee meeting; on roll call vote, the minutes were approved unanimously without additions or corrections. Douglas then reviewed with the Board fundraising information presented to the Committee by Associate Vice Chancellor Kris Davidson. The goal for the current fiscal year is \$20 million; at present we are at \$7.25 million, which is 36.2% to goal. Gifts and new pledges are down 4.6% but this is due in part to some significant bequests realized earlier last fiscal year and is not unusual when heading into a campaign. Outright giving/cash goal for this year is \$11 million; we are currently at \$6.62 million (60.2% to goal). This mirrors what we saw last year in our numbers. Alumni fundraising and participation numbers are also tracking lower than last year; the annual giving team is monitoring this very closely. There are several strategies in place to bring this number up, and the Committee suggested that annual giving be a topic of discussion at the next meeting. Despite the challenges, Davidson and Vice Chancellor Beth Fischer are optimistic about what remains in our pipeline and the vision and priorities that are forming around this campus. Finally, December 1 was #GivingTuesday; on that day we received 196 gifts totaling \$27,000.

The Committee also heard an update on Homecoming 2020 from Director of Alumni Engagement Mary Landers. More than 2,300 alumni from all over the globe attended virtually, including participants from France, Nigeria, and Chile. The most popular sessions were the virtual Rhiannon Giddens performance, the travelogue conversation with alumna Elizabeth Hudson (Editor of *Our State* magazine), and the Alumni Awards ceremony. Landers also gave an update on the decision by the Alumni House Committee to resume the name "Great Hall" in lieu of "Virginia Dare" Room. Name changes within the Alumni House are the exclusive purview of the Alumni House Committee. Over the past few years, the Alumni House committee and members of the Alumni Leadership Board have discussed ideas to "refresh" areas of the house, most particularly the Virginia Dare Room. It has been 13 years since the room was last renovated, and with over 600 events annually in the Alumni House the room is dated. Although the two large murals have hung in the room since the house opened, the room was not always identified by them. Originally, it was informally referred to as the "large reception hall" or the "great hall." There was no Board of Trustee action or other formal action taken to call the name the Virginia Dare room, and there was no philanthropic gift associated with the informal naming of this interior room. At the same time that the Alumni House committee was having a conversation about "refreshing" the Virginia Dare room, Dr. Andrea Hunter (representing the Faculty Senate) shared with Vice Chancellor Fischer that the Virginia Dare murals do not

represent UNCG’s values. Based on that information, the lack of connection to our campus, the non-inclusive nature of the name, and its existing intent to refresh the room, the Alumni House Committee recommended changing the name of the room. With the support of the Alumni Leadership Board, the Alumni House Committee, and the Vanguard Leadership Council, it was agreed that the murals in the room would be removed, and the Virginia Dare room will revert to the original name “Great Hall”. The intention is that Great Hall will serve as a place card until an alumnus or alumna comes forward to name the room during the campaign. This eventual new naming opportunity will allow our most prestigious space in the Alumni House to reflect the name of someone with a connection and history to our campus. A history of the Alumni House and the Virginia Dare room with pictures of the murals will be placed in the Parish library.

During discussion, trustees asked questions regarding the decision-making process involved with the name change, applicability of the July 15, 2020 naming policy approved by the Board, the ways in which the name is contrary to UNCG values, and how information about the change was being communicated to alumni.

Motion

Following discussion around those matters, Trustee Ward Russell moved that no further name changes take place, including the Virginia Dare room, until (the Board) can further study the (July 15, 2020 naming) policy. Trustee Brad Hayes seconded the motion. On roll call vote, the motion carried with seven in favor, four against.

Roll Call Vote	
Oakley	Yes
Carroll	Yes
Douglas	No
Edwards	Yes
Hayes	Yes
Hoyle	Yes
Manning	Absent
Moore	No
Phillips	Absent ¹
Priddy	Yes
Russell	Yes
Sloan	No
Sprinkle	No

¹ Trustee Phillips joined the meeting after the vote took place.

UAC-3 Resolution for Board Approval: Delegation of Authority to the UNC Greensboro Excellence Foundation

Douglas continued with the Committee's recommendation that the Board approve agenda item UAC-3, delegation of authority to the UNC Greensboro Excellence Foundation. This resolution formalizes a natural next step after the Foundation Board was reorganized in 2019. The UNC Greensboro Foundation Board's purpose is to carry out the UNCG mission and to promote UNCG's focus on excellence, opportunity, access, and impact by supporting fundraising initiatives and serving as stewards of Foundation resources. Scholarships, gift agreements, and donor relations fall under the Foundation's purview. The applicable North Carolina Statute is clear that when a gift agreement has aged or is no longer relevant, it may be changed. This resolution delegates the authority from the Board of Trustees to the Foundation Board and makes it easier and more efficient to carry out the above-stated mission. For example, there are several gift agreements that were created before 1990 that require a scholarship recipient to be a single woman without a car and have specific major or geographic requirements. By virtue of this resolution, if approved, the Foundation Board will have the authority to review these agreements and make recommendations that are most in line with the original donor intent around how the scholarship can be awarded.

Douglas reported that the Committee reviewed and unanimously approved the delegation of authority as specified in the resolution presented in agenda item UAC-3. As recommended by the Committee, this item was presented to the full board for approval.

Motion – UAC-3

Douglas invited a motion to approve the delegation of authority as specified in the Resolution presented in agenda item UAC-3. Trustee Russell seconded the motion. On roll call vote, the motion carried unanimously.

Finally, Douglas updated the Board on donor namings in amounts under \$100,000 that were approved by the Chancellor pursuant to the July 15, 2020 Naming Policy:

- Dean's Terrace (space in new Nursing Building) – a gift from former School of Nursing Deans Robin Remsburg and Patricia Chamings (\$50,000)
- Rankin Family Assistant Athletic Trainer Office – gift from Matthew and Elizabeth Rankin (\$25,000)
- Becky Jackson Study Carrel – a gift from Becky Jackson (\$25,000)
- Glenn & Pat Spivey Baseball Assistant Coach's Office – a gift from Glenn and Pat Spivey (\$25,000)

Academic Affairs Committee

Chair Dean Priddy gave the report from the December 1, 2020 Academic Affairs Committee. The first order of business was approval of the minutes from the September 22, 2020 Committee meeting; on roll call vote the minutes were approved unanimously without additions or corrections. Thereafter, Provost Coleman reviewed with the Committee priorities for completing the fall semester. They include:

- Necessary budget adjustments in light of a potential \$24.2 million dollar shortfall. Approximately \$8 million was covered by the CARES Act, with a remaining \$11.2 million reduction in non-state funds, and then a \$5 million reduction in state funds. There was roughly a 2.4% reduction in Academic Affairs. Non-academic units took a 3.3% cut in their state budgets. About seventy 70% of the reductions were taken from salary reserves (vacant lines) and 30% came from OTP (other than personnel), which means operating funds. The bulk of non-state budget reductions took place in Student Affairs due to reduced residency and housing. Student Affairs developed plans for reduction of \$6.1 million dollars, half of which came from an internal loan, 20% from holding vacant lines open, 20% from operating, and 10% from a deal made on debt service. No employee was laid off, furloughed, or terminated, with the exception of thirteen cuts in UNCG Online, due to broader circumstances.
- COVID-19 adjustments on the part of faculty, staff, and students went well, with 42% of courses taught online; the remaining 58% were face-to-face instruction or hybrid. Faculty have been creative in supporting students and, despite challenges to research activity, research dollars have increased. Student input indicated that adapting to COVID-19 and the new modes of course delivery was difficult. As such, Faculty Senate and the Graduate Council voted to implement an Academic Relief Package, including two courses or eight credits of Satisfactory/Unsatisfactory grading as well as the option for students to take WE (withdrawal with extenuating circumstances) rather than WF (withdrawal failing). WE does not count against GPA or system caps on withdrawals, so students who choose to take courses over will not have courses from Spring 2020, Fall 2020, or Spring 2021 count against that limit. Spring 2021 will look a lot like Fall 2020, barring major changes in COVID-19. Faculty Senate and the Graduate Council have already passed this Academic Relief Package for next semester as well.
- UNCG's integrated student success model is also a priority, with structures being organized seamlessly around students. The Provost Team has identified eleven areas as key components to this plan. Task forces will be used across campus to give recommendations.
- Equity, Diversity, and Inclusion are critical to success. To that end, Coleman will work on implementing an action framework that Fellows Andrea Hunter and Julia Mendez-Smith are developing, including a campus-wide personnel policy for non-tenured track faculty that clarifies titles used, structure, promotion process, and demonstrates the value of non-tenure track faculty to the campus. Currently, a lack of policy has led to an inconsistent approach across units. Senior Vice Provost Alan Boyette will look within our campus culture to get a non-tenure track faculty process in place. This is important for EDI work because many non-tenure track faculty are minorities and women.

The Committee also heard from Vice Chancellor Cathy Akens and Counseling Center Director Jennifer Whitney on student mental health across campus. Akens' Student Affairs team has focused on well-being and support for students, understanding that mental health and well-being align with student success. Whitney provided an overview of campus mental health, and how it is addressing COVID-19 challenges. The Counseling Center is the primary mental health provider for UNCG students and provides case management, crisis management, and intervention, along with clinical consultation and outreach programs. These services have shifted to telemental health. Mental health has an impact on academic success; 64% of young adults who

are no longer in college are not attending because of a mental health related reason. 75% of lifetime cases of mental illness begin by the age of 24. The development of college-aged brains is the second most vulnerable time of development. Anxiety and depression are the highest concerns for our students. Work will continue to prioritize these support services for our students.

Action Item AAC-3: Candidates Awarded Degrees and Certificates in December 2020

The Committee reviewed and unanimously approved the roster of candidates awarded degrees and certificates as specified in the Official Transmittal Form presented in agenda item AAC-3, and delegated to the Chancellor the authority to act on additions to and deletions from the list, as may be appropriate.

Motion – AAC-3

As recommended by the Committee, Chair Priddy invited a motion to approve the roster of candidates awarded degrees and certificates as specified in the Official Transmittal Form presented in agenda item AAC-3, and to delegate to the Chancellor the authority to act on additions to and deletions from the list, as may be appropriate. Trustee David Sprinkle made the motion, which was seconded by Trustee Mae Douglas. On roll call vote, the motion carried unanimously.

Priddy closed the report with reference to the continued growth in research funding; despite the challenges of COVID-19, UNCG's faculty, staff and students continue to move forward with their research, scholarship, and creative activity. Submissions and awards have significantly increased; the dollars garnered in the first third of the year exceed the total amount garnered in all of fiscal year 2016. Awards and accolades continue as well; UNCG and Cone Health were selected for a three-year award as Interdisciplinary Research Leaders for a project three goals: 1) developing and testing a framework for addressing environmental justice in communities of color; 2) evaluating the effectiveness of a UNCG/Cone Health community-based environmental education program; and 3) building remediation of Greensboro's Bingham Park and streams under the NC Pre-Regulatory Landfill Program, with the collaboration serving as a model for new ways to conduct rigorous research while centering equity and justice.

Moss Street Partnership School Update

Trustee Mona Edwards, Liaison to the Moss Street Partnership School Advisory Board, gave an update on the status of the school. She began by expressing thanks to Randy Penfield, Dean of the School of Education, for giving the Moss Street update to the Board on her behalf at the September meeting. The school has been in remote learning mode due to the pandemic; that will continue until January 15, 2021 and is consistent with the Rockingham County School Board's most recent decision. That Board will reevaluate in January, and the Moss Street Advisory Board will follow suit based on their decision along with COVID-19 data available at the time as well as the recommendations of the North Carolina Department of Public Health. Moss Street will announce plans for the third grading period in early January.

Moss Street currently has an average daily membership of 330 students. The average daily attendance online is 282 students, which indicates a daily attendance rate of 85%. Moss Street addresses absences with regular communications from teachers, school counselors, social workers, and administrators. Prior to COVID, attendance was 94% or higher. Attendance for remote learning is based on student participation and synchronous learning or student submissions of assignments. Students with poor attendance often reported not having reliable internet access as a reason for lack of attendance. Moss Street has now received 50 hotspots from Rockingham County Schools for families with limited internet access or for students with 15 or more unexcused absences. Attendance has improved for those students. In response to a question, Edwards mentioned that thus far we have not received info that there will be legislative action taken to remove testing or accountability requirements this school year in light of the changed circumstances. We do expect that remote learning will impact performance statewide as well as specifically at Moss Street. We are not alone in that struggle; Edwards noted an article published that day in the *Greensboro News and Record* covering the debilitating effects COVID is having on education attendance and performance statewide. Our team is still collecting and planning to report alternative evidence of student learning in addition to state requirements through the “Mastery Connect System”, another way of tracking student success. At the November meeting Principal Chestnut shared an example of a student report from that system the Board asked for more information; summary data from Mastery Connect will be presented at the January meeting. The Board also asked that teachers be invited to meetings to spotlight teacher work and voice. Lastly, Edwards announced that this would be her final report as Trustee liaison to the Moss Street School and expressed thanks to Trustee Mae Douglas, who has been appointed and has agreed to serve in that role going forward.

Presentation:

BOT-1 The Weatherspoon Art Museum at The University of North Carolina at Greensboro: A Transformational Engine for Integrating Art Across the Curriculum, Student Success, and the Intellectual and Cultural Vibrancy of Greensboro and Beyond

Oakley welcomed Juliette Bianco, Ben and Anne Cone Memorial Endowed Director of the Weatherspoon Art Museum, to present to the Board. Bianco joined UNCG in September 2020, having come from the Hood Museum of Art at Dartmouth College, her undergraduate alma mater, where she served in various leadership capacities, including deputy director since 2013. Bianco oversaw the Hood’s operations and a recent \$50 million museum renovation and expansion. She also managed exhibition planning and design and led strategic plan development. Her scholarly interests focus on transformational leadership in higher education, and university museums as centers of innovative teaching and learning and hubs for exploring diversity, creative partnerships, and the benefits of strategic planning. So, she’s perfect for UNCG.

Bianco shared her vision for the Weatherspoon Art Museum as a partner for transformational change at UNCG. She addressed the call to action that the Weatherspoon staff perceives in UNCG’s vision of student, knowledge, and community transformation, as well as its commitment to equity, diversity, and inclusion. The Weatherspoon will be richly knit into the academic and social life of both UNCG and the community by leveraging its staff, engagement, and assets to impact lives on campus and beyond. It will increasingly be a hub for access to new ways of thinking about and understanding the world through engagement with art and visual culture. At its core, transformation is about helping people to think and act differently over time.

Bianco stated that moving forward, the museum plans to amplify the transformational mission of UNCG by (1) increasing UNCG student access to the museum through leveraging its collections, physical and digital spaces, and staff; (2) promoting collaborative use of the museum for teaching, learning, and scholarship; and (3) amplifying the visibility and impact of the museum through connecting and resonating with the values, experiences, and local and global interests of the Greensboro community.

Discussion/Action Items:

BOT-2 Tuition and Fee Recommendations

Vice Chancellor Bob Shea and Provost Jim Coleman presented the University's tuition and fee recommendations for academic year 2021-2022.

BOT-2.1: Tuition Differential for the MS in Sustainability & Environment

The Department of Geography, Environment, and Sustainability in the College of Arts and Sciences requested approval for a tuition increase to support the new Online MS in Sustainability & Environment by \$100 per credit hour for courses specifically related to the required course work, beginning academic year 2021-22. Revenue will be used to support graduate assistantships (one in years 1-2, and two in years 3-4); annual membership in the Leaders' Alliance of the National Council for Science and Environment; and staff salaries (beginning year 2 and increasing annually thereafter). With full enrollment, the maximum revenue generated from differential tuition is \$72,000.

This program was approved by the Board of Governors in Spring 2020 after the cut-off for last year's tuition approval process and is therefore being considered as a new program request.

Motion – BOT-2.1

Chair Oakley moved to approve the tuition differential for the MS in Sustainability & Environment. The motion was seconded by Trustee Mona Edwards. On roll call vote, the motion carried unanimously.

BOT-2.2: Recommendations for 2021-2022

Shea presented the tuition and fee proposal for 2021-2022. Tuition is charged to partially defray the costs of general academic and administrative operations of campuses, including academic programs and faculty and administrative salaries and benefits. Fees are charged only for limited, dedicated purposes and shall not be used to defray the costs of general academic and administrative operations of campuses, including academic programs and faculty and staff salaries and benefits. Tuition and fees are reviewed and approved by the University's Board of Trustees and the Board of Governors of the University of North Carolina System. The Board of Governors will not approve tuition rates inconsistent with the General Assembly.

Key considerations informing the request include legislative guidance, UNC System policy guidance, rate comparisons with state and national peers, comparison of UNCG students'

average debt as compared to other students, and institutional needs that could be addressed with tuition/fee revenue. UNCG’s rates are low across the board compared to both national and system peers. By policy, no tuition increase is being requested.

The System has permitted fee increase proposals in light of the significant costs associated with COVID-19, such as physical, wellness, and mental health services. UNCG is requesting a \$62 increase in the student health fee (from \$310 to \$372); resulting total fee increase is from \$2,866 to \$ 2,928 (an overall 2.16%). The revenue generated by the fee will address COVID-related health expenses, PPE, and testing; support the hiring of five counselors and additional psychiatric services in light of the increased mental health demand; and support market rate adjustments to retain existing staff in mental health services. With Trustees approval, it would then go to the UNC System Board of Governors.

A graphic showing the dollar figure and percent change impact of the requested tuition and fee increases over the 2019-2020 academic year was shared:

Regular Term	2019-20 Tuition & Fees Year	Tuition & Fees Increase Per Semester	Tuition & Fees Increase Per Year	Total Annual Tuition & Fees	Percent Change
(New) Resident Undergraduates	\$ 7,406	\$ 31.00	\$ 62.00	\$ 7,468	0.84%
Non-Resident Undergraduates	\$ 22,565	\$ 31.00	\$ 62.00	\$ 22,627	0.27%
Resident Graduates	\$ 8,203	\$ 31.00	\$ 62.00	\$ 8,265	0.76%
Non-Resident Graduates	\$ 21,921	\$ 31.00	\$ 62.00	\$ 21,983	0.28%

Motion – BOT 2.2

Following discussion, Oakley invited a motion to approve the tuition and fee recommendations for academic year 2021-2022 as presented. Trustee Linda Sloan made the motion, which was seconded by Trustee David Sprinkle. On roll call vote, the motion carried unanimously.

Oakley stated that the final agenda items required the Board to convene in closed session. She reminded members that nothing would be discussed in closed session other than agenda items BOT-3, BOT-4, and BOT-5, and that the Board would not vote on action item BOT-4 until open session resumed.

Motion to Enter Closed Session

Oakley moved that the Board convene in closed session pursuant to Section 143-318.11(3) and (6) of the North Carolina Open Meetings Law, to consult with general counsel and to consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual public officer or employee; and to prevent the disclosure of confidential personnel information under Chapter 126 of the North Carolina General Statutes.

Trustee David Sprinkle seconded the motion. On roll call vote, the motion carried unanimously.

Oakley informed members of the public that the YouTube livestream would remain active during closed session and would continue airing the meeting when open session resumed. Board members were then prompted to enter a breakout room for closed session discussion.

GENERAL ACCOUNT of CLOSED SESSION DISCUSSION

Members Present: Betsy Oakley, Vanessa Carroll, Mae Douglas, Mona Edwards, Brad Hayes, George Hoyle, Austin Moore, Elizabeth Phillips, Dean Priddy, Ward Russell, Linda Sloan, David Sprinkle

Others Present: Chancellor Frank Gilliam; Provost Jim Coleman; Bob Shea, Vice Chancellor for Finance and Administration; Jerry Blakemore, General Counsel; Terri Shelton, Vice Chancellor for Research and Engagement; Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer; Sherine Obare, Dean – Joint School of Nanoscience and Nanoengineering; Waiyi Tse, Chief of Staff; Kelly Harris, Assistant Secretary to the Board of Trustees.

Discussion Items:

BOT-3 Consultation with General Counsel

The Board consulted with General Counsel Jerry Blakemore regarding an Assessment Report related to Gateway Research Park.

BOT-4 Personnel Report dated November 13, 2020

The Board reviewed a routine personnel report dated November 13, 2020. There were no questions or comments.

Information Item:

BOT-5 Quarterly Salary Action Report – 1st Quarter FY 2020-2021

The Board reviewed a salary actions report for the first quarter of fiscal year 2020-2021. There were no questions or comments.

Open Session Vote on Closed Session Item

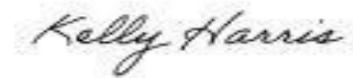
BOT-4 Personnel Report dated November 13, 2020

Following return to open session and verification that all board members were present, Oakley requested a motion to approve the personnel report dated November 13, 2020. Trustee Ward Russell made the motion, which was seconded by Trustee Linda Sloan. On roll call vote, the motion carried unanimously.

Oakley closed the meeting with an announcement regarding the upcoming Toys for Joy event, reimagined in light of COVID as a drop-off parade along College Avenue on Tuesday December 8. She encouraged all to participate in the event by donating toys to support the YWCA of Greensboro and other charities.

There being no further business, and without objection, the meeting adjourned at 11:47 am.

Respectfully submitted,



Kelly Harris
Assistant Secretary to the Board of Trustees