



UNC
GREENSBORO
Board of Trustees

March 18, 2021
8:30 am

MINUTES

MEMBERS PRESENT (via Zoom): Betsy Oakley, Chair; Margaret Benjamin, Vanessa Carroll, Mae Douglas, Mona Edwards, Brad Hayes, George Hoyle, Austin Moore, Ward Russell, Linda Sloan, David Sprinkle

MEMBERS ABSENT WITH NOTICE: Elizabeth Phillips, Dean Priddy

OTHERS PRESENT: Chancellor Frank Gilliam; Terri Shelton, Interim Provost and Executive Vice Chancellor; Bob Shea, Vice Chancellor for Finance and Administration; 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; Andrea Hunter and Julie Mendez Smith, Chancellor's Fellows 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's Remarks

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. Oakley welcomed all to the meeting and wished Athletics Director Kim Record and the men's basketball team well as they play in the NCAA Tournament. She noted that on Tuesday March 16 the board had a full and productive day of committee meetings, encouraging all to ask questions during committee reports to ensure that they have a thorough understanding of all the work being done at the committee level and across campus. She also thanked everyone for their efforts in keeping the university open and functioning safely as we near the end of the academic year, with good plans developing for the fall. Given the full agenda ahead, Oakley turned the meeting over to Chancellor Frank Gilliam.

Chancellor's Remarks

Chancellor Gilliam welcomed trustee Margaret Benjamin to her first official meeting of the Board. Benjamin previously served on the Weatherspoon Foundation Board and led the search for recently hired Director Juliette Bianco. A New Orleans native, Benjamin is also a former president of the Greensboro History Museum's board of trustees. In 2018, she and husband William Benjamin won the United Way of Greater Greensboro Legacy Award, one of the local organization's top honors. He noted that Benjamin earned a master's degree in liberal studies from the university and that she has served on the steering committee of UNCG's upcoming fundraising campaign, the university's Board of Visitors, and the Weatherspoon Arts Foundation Board of Directors.

Gilliam also noted that the men's basketball team is in the NCAA tournament for the second time in four years - only the 4th time in school history. The team plays on Saturday March 20 against Florida State University. All our proud of the players, Coach Wes Miller, and the athletics staff, who are in Indianapolis in a "bubble" this week while also doing their schoolwork, writing papers, and taking classes remotely. Gilliam noted that UNCG was the only men's team in the Southern Conference to play all 18 scheduled games, whereas others had to cancel games due to COVID. The media coverage UNCG gets from being in the tournament is huge. Athletics, like the arts, are our "front door" – it's one of the ways we generate interest among the public and prospective students who don't have a connection to UNCG.

Gilliam reflected on the completion of his first 5-year review and the one-year anniversary of the pandemic as a time to not only look back, but also to look ahead. While COVID remains a significant factor in day-to-day operations, there is a light at the end of the tunnel and he is frequently asked what we have learned from the pandemic. First, we have learned as an institution that our campus community has great character and great pride. This has been a true case of shared fate. The UNCG community took this to heart and took care of each other. As a result, UNCG has had the lowest per capital positivity rate in the System.

COVID has also highlighted how important cross functionality is, as opposed to the silos that often occur at universities. It is important to have different voices at the table and to share information. In addition to COVID task forces, integrated student success is another example, bringing together groups from Academic Affairs, Student Affairs, and Enrollment Management, as is the work of our Information Technology/Data Governance Committee. We have also learned that maintaining a culture of collaboration as a principle is important to success and to operational efficiency.

Looking ahead, Gilliam discussed the strategic framework shared with the Board at the February retreat with Center for Creative Leadership. He thanked the trustees for the input, which is being considered as the framework is being revised and put into action. The framework contains principles for leaders to consider in making decisions around investment of resources in programs that will "slingshot" the campus passed the competition.

Gilliam shared some examples of how the framework has been used, beginning with the university's new eSports program, which will launch this Fall. We have a cross-functional task force led by UNCG Online Dean Karen Bull and AVC for ITS Todd Sutton. Students will receive non-credit courses (badges). We have received over \$1m in seed money to build a

gaming facility in Moran Commons on the first floor. Data shows that eSports is a very popular area that is making its way to the university landscape. It will drive enrollment, get us first to market, and make us distinct. Donors and alums are already very excited and have been connecting us with influencers in this world. Although this is not an academic credit degree bearing program, we have discovered multiple applications from research across campus that it interfaces with units such as music (soundtracks for games), computer science, communication studies, and clubs for students with a focus on equity, diversity, and inclusion.

Another example is the Arts Place at Tate and Gate, inspired by a visit to the Arts Place of Stokes County with David Sprinkle. The Finance and Administration Committee on Tuesday approved advance planning funding for this project and will recommend approval by the full board. This will be a 10,000 to 20,000 square foot multi-purpose cultural arts venue located at 842 West Gate City Boulevard. The goal is to foster an active partnership between UNC Greensboro with the surrounding local and regional arts community while creating a signature entrance to our campus. The project was put “on hold” for a bit during COVID, and Weatherspoon Art Museum Director Juliette Bianco is now taking a fresh look and the project. Her concept is that of a “3rd Space” between an institution and a community where they come together in a mutually beneficial way. It will offer us an opportunity to stand above our peers and strategically knit together our nationally noteworthy arts-focused and engaged curriculum, faculty, students, staff, facilities, and renowned art collection through imagining a center for creativity and community engagement. The project also offers a research element as well as student success/student transformation as an object-based inquiry improves learning outcomes in arts, sciences, humanities, and social sciences. The scope of the project includes demolition of the existing building, a flexible performance space, gallery, instructional and practice rooms, office and administrative space, a retail component, as well as underground parking to support the needs of the venue.

Another example is the Technology and Data Institute (TDI), which has been in development for about two years. TDI is a public service non-profit 501(c)3 organization established to build pervasive high-speed internet access, shared cloud big data computing and open data capacity. It is based on one fundamental principle: that working together, sharing assets, and sharing expertise enables our region to create business partnerships and economies of scale that we could not individually achieve, and creates opportunity for all within our region to benefit from high quality technology and data infrastructure and services. The TDI engages an active board of stakeholders comprised of municipal government (city and county), the county school district, community and private colleges, public universities, and community-based non-profit partner organizations who share a common goal of building the technology and data capacity needed to transform the Piedmont into a “smart and connected” 12-county region where communities and innovation thrive.

COVID has highlighted the impacts of the digital divide. Over the medium to long term, penetration of digital methodologies is expected to significantly increase in key areas like education and healthcare. The risk of not addressing the ever-widening digital divide puts entire segments of our community at risk of being irrecoverably marginalized. Connectivity is the critical path for gaining access to digitally provided services.

We have our key partnerships in place, which is testament to the positive relationships UNCG has in the community. UNCG is at the helm, working with the Cities of Greensboro and High

Point, Business High Point, Greensboro Chamber of Commerce, Community Foundation, Guilford County, Guilford County Schools, and A&T. We are currently in promising early discussions around funding for Phase 1, and there is early interest from the state government and the federal government.

Turning to the university's work around diversity, equity, and inclusion, Gilliam noted that more on the topic would be covered during the course of the meeting. He acknowledged and condemned the alarming rise of violence and xenophobia against Asian Americans around the country, which highlights even more why the work we are doing is important. Last summer we were talking about dealing with two pandemics – COVID and systemic racial inequity. The latter is not simply a black-white issue; it's an American issue that goes to the core of our society and for UNCG to the core of our values. Although it can be uncomfortable to discuss, it's something we are going to have to deal with as a society. We cannot be stable or prosperous if we don't. To the converse, UNCG has shown that when you do it and do it in a smart way, you become more stable and more prosperous. Trustees were sent the recent media coverage of our success in diversity – features in the *Chronicle of Higher Education*, *University Business*, and on NPR, as well as some higher education podcasts including Better Leaders, Better Schools and Future Hindsight. The Chronicle piece has most significantly lifted our national profile, as evidenced by the large volume of emails and texts Gilliam received from colleagues around the country after the piece came out as well as having Nursing Dean candidates see it, which helps with our recruiting. We also have been invited to submit a manuscript to the journal *Metropolitan Universities* about our EDI work.

Over the last five years, UNCG has seen a 30% increase in total number of underrepresented faculty - 34% increase in the number of Black faculty and 24% increase in the number of underrepresented women faculty. Over the same period of time, the proportion of underrepresented faculty to overall faculty has increased by 17.3%, and we have had a 40% increase in research productivity. These numbers show that diversity has made UNCG stronger, and excellence and diversity are linked. We have made these strides with very few resources, but we make it work because EDI is an institutional value that we don't just give lip service to. If there's a strategy involved, it's about embeddedness. Multiple people are working on this – not just the Campus Climate Fellows and the Chancellor. When Gilliam arrived at UNCG it was one of the things he and former Provost Dana Dunn first talked about – it was a priority of his and she made it a priority for the Deans. We also currently have two Provost's Fellows – Professors Tanya Coakley and Steve Haines – who are also working on initiatives. It hasn't been easy and there is much more to be done. It's work that we will continue in the future, and it speaks well of the university and the community.

Approval of Minutes

Following questions around eSports and The Arts Place at Tate and Gate, Chair Oakley moved forward on the agenda to approval of minutes from three previous full board meetings. On motions and separate roll call votes, the minutes from the following meetings were approved unanimously without additions or corrections: December 3, 2020; December 16, 2020; and February 10, 2021.

Committee Reports

Finance and Administration Committee

Committee Chair David Sprinkle provided the report of the Finance and Administration Committee.

The meeting opened with approval of minutes from December 1, 2020. Vice Chancellor Bob Shea then gave a brief welcome and overview of the meeting agenda before presenting a budget and stimulus update on the following.

Deferred maintenance and Capital Money:

- UNCG will receive \$104M if the General Assembly approves the UNC System Office budget. UNCG is slated for 10.48% of the planned total distribution.
- Our overall deferred maintenance burden is just over \$500M.
- Current Fiscal Year 20-21 Budget:
 - State funds are stable and budget to actual is on target.
 - The state budget is in a surplus position and the consensus revenue forecast is very good.
 - Without the stimulus money, UNCG's fiscal picture would not be as positive.
- Fiscal Year 21-22 Budget:
 - We will take a \$3.2M cut in state appropriations due to enrollment decline.
 - The COVID impact of fall enrollment on auxiliaries (housing, dining, parking, etc.) is to be determined.

Tuition and Fees

- Tuition and fee revenue is flat, based on the mix between regular term, resident and non-resident enrollment (which is down) and distance learning enrollment (which is up for both resident and non-resident students)
- No further cuts are required this budget year unless the state surprises us with a management flex cut. We expect to have a budget in about 90 – 120 days.
- The Board of Governors is looking at how to appropriate based on the distinction between classes that are taken online versus classes taken online as part of an online program.

Stimulus to Date

- US Congress passed HERF 3 just last week. We have received the following:
 - State aid - \$3,936,396M (100% spent)
 - HEERF 1 - \$19,481,158M (100% spent)
 - HEERF 2 - \$31,393,898M
 - Proposed HEERF 3 - \$ 53,734,668M
 - TOTAL: \$108,546,120M
- Pursuant to federal regulations, HEERF 1 and state aid primarily went to students for direct aid, with the remainder to COVID-related expenses. With HEERF 2 and 3, at least 50% of the total allotment must go to student grants. The remainder will be spent on institutional needs; those needs are currently being determined.

UNCG's Budget and Financial Statements

- UNCG is unique in North Carolina in terms of transparency. Our fiscal profile, budget and spending data, and audits are all openly accessible online.

2021-2023 Summary and UNCG Percentage

- We have discussed our deferred maintenance burden of about \$ 500M.
- The System's budget submission before the General Assembly has a total of \$959M to address deferred maintenance burdens. If the legislation passes UNCG will receive about \$104M, allocated primarily for the Jackson Library project (\$81M) with the remainder to other deferred maintenance issues across campus.

Four information items were included in the Committee's pre-meeting materials. It was noted that the University Investment Fund Quarterly Report as of December 31, 2020 reflected total assets of \$346.6M, net of all expenses with the exception of private equity marks, which will appear the following quarter. Cambridge Associates has performed very well and we have seen strong returns the last several years.

Action Items

The UNC System Construction Task Force recently delegated authority to the campus Boards of Trustees to approve advanced planning of capital projects and defer taking them to the Board of Governors until the project scope, schedule, and budgets are better established. This delegation applies to two current proposed projects at UNCG: Taylor Theatre and The Arts Place at Tate and Gate.

FAC-5 Capital Request for Advance Planning – Taylor Theatre Infrastructure Renovation

The Taylor Theatre Infrastructure Renovation Project will update the building mechanical, electrical, plumbing, fire alarm and sprinkler systems. The interior space will focus on ADA access and ADA restrooms renovations. Alternates are anticipated to address concerns with the aging tension grid and supporting structure, performance rigging and associated machinery and replacing the fire curtain. Funding for the project will come from carry forward dollars, and the project is expected to take 18 months – 2 years (major portions of the Theatre will remain open as the project progresses).

Motion

As recommended by the Committee, Sprinkle invited a motion to approve Advance Planning in the amount of \$350,000 on a total project estimate of \$5,011,760 for the Taylor Theatre Infrastructure Renovation. Trustee Ward Russell made the motion, which was seconded by Trustee Mae Douglas. On roll call vote, the motion carried unanimously.

FAC-6 Capital Request for Advance Planning – Arts Place at Tate and Gate

The scope of this project is for a new 20,000 GSF multi-purpose cultural arts venue located at 842 West Gate City Boulevard. The goal is to foster an active partnership between UNC Greensboro with the surrounding local and regional arts community. The project will include demolition of the existing building, a flexible performance space, gallery, instructional and practice rooms, office and administrative space, a retail component, as well as underground parking to support the needs of the venue. This location also provides an important and prominent gateway entrance to campus.

Motion

As recommended by the Committee, Sprinkle invited a motion to approve Advance Planning in the amount of \$600,000 on a total project estimate of \$10,330,306 for the Arts Place at Tate & Gate. Trustee Mae Douglas made the motion, which was seconded by Trustee Ward Russell. On roll call vote, the motion carried unanimously.

Compliance, Audit, Risk Management, & Legal Committee

Committee Chair Mona Edwards gave the report of the March 16, 2021 CARL Committee meeting.

The highlights for the meeting included an update of the University's continuing analysis and identification of top five risks, allocation and use of Coronavirus Response and Relief Supplemental Appropriations Act funding, a review of both internal and external audits performed to date, and a COVID-19 briefing. The agenda for the meeting included several informational items and one action item.

Mark McKinney, Director of Institutional Risk Management, provided an update of the University's continuing risk assessment and the latest request from the UNC System Office regarding UNCG's top five risks. Mr. McKinney referred the Committee to UNC Policy Manual 1300.7, which outlines System-level and institution-level collaborative processes to identify risks that impact institutional goals. McKinney advised that the University will submit its top five list to the UNC System Office by April 30, 2021. Follow-up conversations will continue with key stakeholders throughout the year, and a presentation of top risks and associated information will be shared at the September 2021 CARL Committee meeting.

McKinney also provided updates related to the UNC Board of Governors' \$104M approval for repair and renovation projects for UNCG in its proposed budget. If approved, \$81M will be allocated for the UNCG Library project, and the remaining \$23M will be distributed across other approved repair and renovation projects. While the UNCG team submits a list of priorities to the UNC System, the System ultimately determines which projects are approved for funding. Currently, UNCG's deferred maintenance budget is just over \$500M.

Bob Shea, Vice Chancellor for Finance and Administration, advised the Committee that the UNC System Office has mandated that each campus enhance their insurance coverage to be more robust. Specifically, the System Office mandated minimum insurance coverages focused on mitigating risks associated with damage to or loss of University property.

As a result, UNCG performed an analysis of the impact of increased premium and reviewed the budget and risk implications. Shea advised that in fiscal year 2020-21, the total premium was \$688,691.

For fiscal year 2021-22, with mandated extra coverage and a deductible of \$5K, the University's total premium would be \$1,290,515 – an increase of \$601,894 from FY 2020-21. Establishing a deductible of \$100K with mandated extra coverage, the University's total premium will be \$1,084,033 – an increase of \$395,342, resulting in a savings of over \$200,000.

Tina McEntire, Vice Chancellor for Enrollment Management, provided an update on the second allocation of funds (\$9.3M) from the Higher Education Emergency Relief Fund (HEERF). The guiding principles of the allocation process are to distribute funds to students with exceptional need (per legislation goals), to minimize delays in distribution, re-employ the simple application used in the first round of funding that will allow students to self-identify funding need, distribute funds as widely as possible, and develop an award notification system that encourages students to enroll for summer and fall terms.

There was discussion among Committee members regarding how students were identified for these funds and whether students were using the funds for educational expenses or other needs. Vice Chancellor McEntire noted that, while the University cannot require students to remain enrolled, approximately 84% of students who received funds from the first distribution no longer had outstanding balances by the end of the fall term. In addition, approximately 64% of students who were issued summer 2020 term funding used it for enrollment expenses. The summer to fall retention rate was also increased. A request was made by Committee member Oakley to ascertain the percentage of students who received allocation funds and did not use it for education purposes. Vice Chancellor McEntire said that she would work to provide this information by reviewing the percentage who receive funding but choose not to re-enroll.¹

The Committee felt it was significant to note that, based on the data provided, over 50% of UNCG students are receiving these allocated funds and commended the staff on working to make this available to students. Vice Chancellor McEntire noted that not all UNC System institutions are allocating funds in the same way. UNCG has developed a student needs and success framework for the allocation of HEERF funding. This approach, although more time-consuming, is best for students and the University and is consistent with the culture of care, which is a key hallmark of the University.

Director of Internal Audit Don Skeen presented a summary of internal and external audits performed to date. No exceptions were reported for these audits. A summary history of internal audit plan activity, which provides a basis for the University's audit plan for the coming year, was also provided to the Committee. Skeen noted that the University has had no audit exceptions

¹ 598 or 5.9% of total students awarded CARES funds did not enroll in Fall 2020.

8646 or 85.32% of total students awarded CARES funds did enroll in Fall 2020.

890 or 8.78% of total students awarded CARES funds graduated prior to Fall 2020 (in either spring or summer)

reported in the past seven years. Chair Edwards commended the internal audit team for their consistency and accuracy.

Action Item

Skeen also presented the audit plan for fiscal year ending June 30, 2022, which required Committee action. A motion to approve the plan was made, seconded, and the Audit Plan was unanimously approved by the Committee.

Motion

As recommended by the Committee, Edwards invited a motion to approve the internal audit plan for Fiscal Year 2021-2022. Trustee Brad Hayes made the motion, which was seconded by Trustee Mae Douglas. On roll call vote, the motion carried unanimously.

Julia Jackson-Newsom, Associate Vice Chancellor for Strategy and Policy, provided an update on the University's experience addressing the COVID-19 pandemic. Dr. Jackson-Newsom shared an overview of campus operations, noting that as of the half-way point of the spring 2021 semester, there is a downward trend in positive COVID-19 case counts. She also noted that students have been extremely receptive and supportive of the University's testing efforts, and she reported that over 7,000 tests have been administered for the spring 2021 semester, with extremely low positivity rates. Jackson-Newsom emphasized the collaborative nature of the University's efforts and commended the faculty and staff.

Currently, UNCG is offering approximately 45 percent of classes via online instruction, 35 percent via face-to-face instruction, and approximately 20 percent in a hybrid format. UNCG has among the highest percentages of face-to-face classes being offered across the system. Despite the changing Executive Order guidelines regarding size of gatherings, UNCG will remain consistent with its current requirements.

Zach Smith, Director of Emergency Management, noted that UNCG is now serving as a Point of Distribution (POD) site for vaccinations for both UNCG students and employees, as well as all students and employees of Guilford County educational institutions. The School of Nursing is taking a partnership role in this effort, along with approximately 350 faculty, staff, and student volunteers. As of last week, 1,739 people received the one-dose vaccination at the POD. Smith noted that, due to low availability of the one-dose vaccination, UNCG's site will begin offering the two-dose vaccinations. The Committee asked whether the clinic would be open to other education institutions in the county, and he noted that it is available to all higher education institutions.

Jackson-Newsom and Smith were recognized and thanked for their leadership and vigilance in implementing this cross-campus collaboration.

University Advancement Committee

Committee Chair George Hoyle gave the report of the March 16, 2021 University Advancement Committee meeting.

Following approval of the December 1st minutes, the Committee heard a fundraising report from Kris Davidson, Associate Vice Chancellor of University Advancement. Our goal this year is \$20 million - we have currently raised \$13.3 million (67% to goal). Our Advancement team believes that we will hit our goal for the year. Our outright giving/cash goal for this year is \$11 million. We have raised \$10.2 million which is 93% of the goal. Ten board members have given a cumulative total of \$1.2 million to date this fiscal year, equivalent to a 77% participation rate. T

Thereafter, Executive Director of Development Garrett Weddle gave a brief presentation on the importance of annual giving, how engagement leads to giving, and how we encourage all of our alumni and friends to make annual gifts. Weddle mentioned the importance of utilizing many different communication channels to reach our key audiences, and that our alumni participation rate remains a key focus for the entire University Advancement division. He also shared that the final numbers for Believe In the G are still being calculated and that once those numbers are final they will be reported to the Trustees.

Vice Chancellor Beth Fischer shared with the committee the survey results regarding naming revocations and the naming policy. There was 100% participation by the Trustees, and it was clear to the committee that they remained split down the middle on these critical issues: half want to keep the current policy and half want to expand the Board's oversight in both areas.

After a robust conversation, the Committee asked Fischer and her team to work on a revised policy to be provided for trustees' review and input. A special-called board meeting will be organized in April to finalize and approve the naming policy and revocation guidelines.

Hoyle noted that the Committee considered several items in closed session that will be recommended for approval by the full board during the course of the meeting.

Academic Affairs Committee

On behalf of Committee Chair Dean Priddy, Committee member Margaret Benjamin gave the report of the March 16, 2021 Academic Affairs Committee meeting.

Following approval of the minutes from the December 1, 2020 committee meeting, Interim Provost Terri Shelton gave a report covering positive developments within the Academic Affairs division, which is hitting all marks and doing a good job in order to turn over a well-run machine to a permanent Provost. As far as COVID, the University community has come together and done a great job meeting the challenges – infection rates are low and we have one of the highest number of face-to-face classes in the system. Fall 2021 planning is well underway and will look more like Fall 2019. There is also good news around enrollment: freshman applications are up by 155 and our admitted students rate is up 8%. While it is too soon to know yield, we're doing everything possible to secure those admits. We have a great virtual tour but also have in-person opportunities, somewhat limited due to COVID, but we are utilizing them as well as other strategies. Graduate enrollment also continues to be strong.

Faculty continue to excel despite challenges – we have received a number of accolades including a Grammy nomination for Dominick Amendum; an asteroid named for Dean John Kiss; and Dr. Omar Ali (Dean of Honors College) was named a Knight in the Order of Academic Palms by the French government for his commitment to Franco-American friendship via work with history

and geography teachers from around the world. We also continue to have outstanding scholarship and research. Research is up ahead of last year this time in terms of both awards and submissions. It is also up in terms of research expenditures, which is a better marker of how we're doing because it indicates if we're able to spend the money and conduct the research that was awarded. We have been able to continue to move scholarship forward despite COVID, both for faculty and research folks but also for students – important for their progress to degrees

Shelton shared that it has been her privilege as Interim Provost to see dossiers for promotion, tenure, and reappointments. As Vice Chancellor for Research and Engagement, she has had a good sense of the research, scholarly, and creative activity of faculty across campus but didn't always know details about our faculty's teaching responsibilities and service to community and to the field – dossier review has shown the incredible work and talent we have on campus, especially in the middle of the pandemic. While we're focused on delivering accessible excellence for our students, we can only do that with faculty, including lecturers, those on fixed term contracts, tenured faculty, and those on tenure track.

Despite the good news, challenges do continue. We have weathered them well and are in good shape, and UNCG has not experienced some of the controversy and division other universities are dealing with because of COVID. That is testament to our community and leadership under Chancellor Gilliam.

We continue to work on big ideas – one in particular being integrated student success. We have robust effort and initiatives – students come to us as integrated whole so we are focusing on leveraging the areas of academic success, student well-being, and the business of being a student with high impact practices that lead to success.

We were just approved for a new online only cohort in the RN to BSN program in Nursing; this will help with the workforce shortage we know we're experiencing, will lead to increased enrollment, and the program can be completed in one year. It's another game changer, such as the online PhD in Business Administration.

The Committee heard a presentation from Bryan School Dean Mac Banks, Professors Bill Brown and Aichia Chuang, and graduate student Anna Hickman on the Bryan School's new Online PhD in Business Administration program. This flexible, convenient, high quality, reasonably priced program is the only in the world accredited by the Association to Advance Collegiate Schools of Business.

Taught by top full-time Bryan School faculty members, the program objective is to develop students for careers as faculty in academic institutions and as professionals in research organizations and government institutions. Three concentrations are offered: international business, organizational behavior, and strategic management. The program has seen higher actual enrollment than projected, with 50% of students from out-of-state. Actual expenses have been lower than expected, and actual revenues have been and are expected to be well above projections.

Vice Chancellor Cathy Akens and Dean of Students Brett Carter presented on UNCG's comprehensive approach to student well-being. This includes student support services such as health services and counseling, a 24-hour call line giving students immediate access to counselors, the Spartan Recovery Program, and food insecurity resources such as mini units

strategically placed across campus where students can grab a quick healthy snack between classes throughout the day. UNCG also offers student educational initiatives such as required iMatters training designed to inform students on a broad array of wellness-related issues, prevention programming, and peer wellness leaders. We have also developed campus and community partnerships such as those with Moses Cone, community mental health providers, parents/family, local law enforcement agencies, and the Spartan Open Pantry. Our campus support network includes the multidisciplinary CARE and Threat Assessment Teams in place to help identify students in need early and intervene early. Educational presentations are given not only to students, but also to faculty and staff, on topics such as students in distress and safe zone training. During COVID, we have also developed pandemic-related support for students in isolation or quarantine such as daily medical and well-being reach outs to help our students in a challenging situation to have some comfort while still being safe.

Action Item

AAC-4 Candidates Awarded Degrees and Certificates in May 2021

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-4 and delegated to the Chancellor the authority to act on additions to and deletions from the list, as may be appropriate.

As recommended by the Committee, Trustee Benjamin invited a motion to approve the above-referenced roster of candidates and to delegate to the Chancellor the authority to act on additions to and deletions from the list, as may be appropriate. Trustee Ward Russell made the motion, which was seconded by Trustee Mae Douglas. On roll call vote, the motion carried unanimously.

Athletics Committee

Committee Chair Brad Hayes gave the report of the March 16, 2021 Athletics Committee meeting. Following unanimous approval of the minutes from the September 22, 2020 meeting, the Committee heard a presentation from Dr. Donna Duffy, Assistant Professor in Kinesiology and Chair of the Faculty Senate Committee on Intercollegiate Athletics; the Committee's primary concern is the academic well-being of our student athletes and the overall integrity of the entire athletics program. Composed of members from throughout the university community, the committee hears and acts on suggestions and complaints from students, faculty, and all others, and has spent the last year focused on the two key areas of COVID and EDI initiatives within athletics. As to the former, since July Athletics has conducted 5500 tests and had just 72 positives, which is testament to the work of the department and the university to keep everyone safe.

Kevin Bostian, Executive Associate Athletic Director for Development, updated the Committee on development generally as well as the progress of the Campaign for Champions. Private support continues to be key but due to the pandemic has never been more important. From an academics standpoint, the cumulative GPA for all 220 student athletes is 3.39 across 17 sports which provide 120 scholarships. The rate of graduation success is 86%. These statistics are notable, particularly given the demands of the student athlete schedule. In addition to student success, our teams have enjoyed much success, including two Southern Conference championships, one All American, and multiple conference accolades such as freshman of the

year and players of the year. Men's basketball has had a very successful season, finishing as regular season champions, winning the conference championship, and appearing in the NCAA tournament. Team member Isaiah Miller was named player of year and defensive player of the year for the second consecutive year and was also named Southern Conference tournament MVP. He was also named the best athlete in the NCAA tournament by ESPN.

Baseball is also having quite a successful season with at least two ACC wins. Fall sports is happening, giving the student athletes in those disciplines a very welcome opportunity to compete after having been shut down in the fall.

From a fundraising standpoint, the Five for Five campaign has raised \$2.9M of the \$3M dollar goal. Particular thanks to Trustees Vanessa Carroll and George Hoyle, and Kathleen Kelly, for their efforts to make that happen.

Overall university campaign includes a \$17M goal for Athletics, which will be pointed to endowments, capital projects, and scholarship funds. Lastly, the Committee considered closed session personnel matters which appear on the full board agenda later in the meeting.

Moss Street Partnership School Update

Trustee Mae Douglas gave a report in her capacity as Board Liaison to the Moss Street Partnership School Advisory Board.

Current enrollment at Moss Street is 333, which is down slightly from previous years due to the pandemic and lower enrollment in Kindergarten as a result of parents keeping children at home. Up to the end of February, all instruction had been remote, with an 85% participation rate in online learning, as measured by participation in teacher-guided instruction and/or students submitting work electronically.

Beginning March 1, 2021, Moss Street returned to in-person instruction with social distancing for students who chose to return to school; those who did not (135 students) were able to continue with online learning. In each classroom, the teacher is delivering in-person instruction which is simultaneously provided to online students via a synchronous simulcast. All school staff are working in-person to ensure there is adequate coverage to carry out COVID-19 safety measures, which include: daily screening, supervision for isolated students, classroom coverage if needed, and other safety measures. The school is equipped with a variety of signage, PPE, cleaning protocols, equipment to create safe classrooms, and cleaning routines. UNCG Facilities provided air purifiers for each classroom.

With the help of a graduate student from the UNCG Public Health Program, a teachers' needs assessment pertaining to concerns of self-care was implemented and a self-care initiative was launched in February. All teachers have had the opportunity to receive a vaccine, should they so desire.

Despite the pandemic, there are numerous UNCG students engaged in clinical field experiences at Moss Street this spring. This includes: 14 Elementary Education and Special Education Student Teachers, and 8 Student Interns across the fields of birth-to-kindergarten, social work, speech, and public health.

In the fall of 2020, the Moss Street Partnership School was awarded a \$15,000 NC Schools Go Outside (GO) Grant to build an outdoor half-mile learning trail which will serve as a “linear outdoor classroom”. Moss Street students will name the trail, create a logo, and develop a trail map and guide for the half-mile outdoor space. To date, 1/4 mile of trail has been completed. Signs are being designed and will be installed following trail completion. The grand opening is scheduled for May.

OPEN SESSION

BOT-1 Campus Climate Report

Much attention has been paid at The System level and of course at UNCG to the critical importance of campus climate, and the System has recently initiated related reporting requirements. Building on a fall presentation, Drs. Andrea Hunter and Julie Mendez Smith gave an update on the campus climate initiatives that have been ongoing this year.

Dr. Hunter reported that it has been a busy and ambitious academic year, not only among the Fellows but also across campus as we address EDI more broadly. It has been a year great reflection, and even as we’ve managed the uncertainties and challenges of the pandemic, we have moved forward with leadership in many places and at all levels around our core principles that promote inclusive excellence. Those principles are that equity, diversity, and inclusion are actionable values; that inclusive and just equitable outcomes are promoted by good management, data-driven best practices, and intentional policies; and that leadership as a collaborative participatory effort and accountability sustain efforts towards inclusive excellence. Our plan to meet these goals has been to advance our action framework and road map, guide campus efforts towards systemic change, to invest in pathways to equity by investing in mentoring, faculty success and leadership development for underrepresented faculty, and to provide guidance for discovery assessment and strategic priorities. The full range of work from this year is reflected on our EDI website.

Dr. Mendez Smith noted that one of our key principles for EDI work is to be student centered, sharing several examples around student transformation and leadership. Our iBelong program has given students a platform for maintaining a community while they are socially distance and learning virtually. For example, the Athletics Department created the “Spartans Honor Inclusion, Equity, Love, and Diversity” program, establishing lunch and learn opportunities to promote understanding across the department. The iBelong initiative began in February 2019 prior to the pandemic with the overall goal of promoting community and belonging at UNCG. Undergraduate students were surveyed for their input and views about the campus community. A listening tour continued through 2020, allowing students and other leaders around campus share ways of enhancing community. We launched a call for projects and ideas. Despite the limitations of the pandemic, the response was strong, and 17 mini-grants averaging \$300-\$500 were awarded in Spring 2021. Examples include a Hillel project where two book groups were formed to deepen understanding of diversity and inclusion as well as a First Generation College Students and Belonging project to create social and mental health support for first-gen students.

There have also been faculty-focused accomplishments over the year. UNCG has received rather high-profile recognition for our increases in faculty diversity among underrepresented faculty. Recruitment and hiring is an important first step but proof is in retention and development of promotion and tenure. Initiatives around that goal include “Learning Journey,” a faculty leadership development program already in progress. The program is focused on mid-career to senior women of color and was developed as a multi-session program in concert with Center for Creative Leadership. We also have established an Affinity Mentoring Program for Underrepresented Faculty to build a research-intensive community that promotes a collective identify, belongingness, enthusiasm, and community engagement. Developed by Dr. Tanya Coakley, Provost’s Faculty Fellow, the program trains and connects these faculty to information and resources to produce high quality funded research, collaborates with faculty and administrators to promote equitable opportunities, and supports these faculty to provide quality mentoring for their students.

We have also focused efforts to promote inclusive excellence through assessment and strategic priorities planning. The diversity dashboard was developed with the Faculty Senate to provide disaggregated equity, access, and climate indicators for faculty, staff, and students (disaggregated around demographic characteristics, employment, and context such as department and unit). There will also be an intersection analysis tool allowing users to conduct deep data drill-downs. This will launch the first week of April. Hunter thanked ITS and IR teams for helping to produce one of the best data dashboards available.

In addition to accolades and recognition in *The Chronicle of Higher Education* and *Diversity Magazine*, our racial equity website was recognized in *University Business*.

Our call to action is to be a university where the values of equity, diversity, and inclusion are not only what we say but what we do, and more, who we are – such that it is embedded as a part of our DNA. This embedded system builds and reinforces a sustained inclusive excellence. In that regard, there is great work going on across the campus.

Oakley thanked the Fellows for their service and congratulated Dr. Mendez Smith on completing four years in the role.

BOT-2 Approval of Board of Trustees Statement on EDI

Trustee Mona Edwards presented agenda item BOT-2, the Board’s collective statement on Equity, Diversity, and Inclusion. For context, Edwards shared that Chair Oakley formed a board subcommittee on EDI in order to discuss and develop ways in which the Board could support the university’s EDI efforts. One of the ideas coming out of those discussions was a recommendation that the Board create an EDI statement. During the process of doing so, the Committee reviewed statements from other universities and Trustee Dean Priddy authored an initial draft which Trustee Edwards reviewed and edited, aiming for a positive yet realistic tone, making a connection to our past and legacy as a Woman’s College. All trustees were contacted twice for input, and that feedback is reflected in the final version.

Edwards noted that the Statement is a reflection of the trustees’ belief that it is important for them as leaders to collectively align with the university’s value of EDI and the Chancellor’s priority and support of it.

Motion

Edwards requested a motion to adopt the statement. Trustee Margaret Benjamin made the motion, which was seconded by Trustee Mae Douglas. On roll call vote, the motion carried with ten votes in favor and one against.

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

Transition to Closed Session

The next several items on the agenda required that the Board convene in closed session for discussion. Oakley reminded the Board that nothing would be discussed in closed session other than agenda items UAC-4, ATH-3, and BOT-3 and 4, and no vote would take place until open session resumed.

Motion

Oakley moved that the Board convene in closed session pursuant to N.C. Open Meetings Law Section 143-318.11(2), (5) and (6) to prevent the premature disclosure of an honorary degree, scholarship, prize, or similar award; consider the amount of compensation and other material terms of an employment contract or contracts; consider the qualifications, performance, character, fitness, or conditions of appointment of an employee; and prevent the disclosure of confidential personnel information under Chapter 126 of the North Carolina General Statutes.

Trustee Mae Douglas seconded the motion, which carried unanimously on roll call vote.

GENERAL ACCOUNT of CLOSED SESSION DISCUSSION

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

Others Present:: Chancellor Frank Gilliam; Interim Provost Terri Shelton; Bob Shea, Vice Chancellor for Finance and Administration; Jerry Blakemore, General Counsel; Beth Fischer, Vice Chancellor for University Advancement; Kim Record, Director of Athletics; Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer; Mac Banks, Dean – Bryan School of Business and Economics; Waiyi Tse, Chief of Staff; Kelly Harris, Assistant Secretary to the Board of Trustees.

Discussion Items:

UAC-4 Approval of Naming Proposals

- 4.1 Bryan School of Business & Economics Conference and Events Room
- 4.2 Nursing and Instructional Building Intensive Care Simulation Lab
- 4.3 Spartan Athletic Academic Success Center Interactive Classroom

The Board discussed three donor naming proposals recommended for approval by the University Advancement Committee.

ATH-3 Personnel Matters

The Board discussed proposed amendments to three athletics coach contracts as recommended for approval by the Athletics Committee.

BOT-3 Approval of Personnel Report dated February 26, 2021

The Board discussed a routine personnel report dated February 26, 2021.

BOT-4 Fiscal Year 2019-2020 Annual HR Compliance Report

An annual HR compliance report was provided in the Board's pre-meeting materials. There were no questions or comments about the report in closed session.

Open Session Vote on Closed Session Items

UAC-4 Approval of Naming Proposals

- 4.1 Bryan School of Business & Economics Conference and Events Room
- 4.2 Nursing and Instructional Building Intensive Care Simulation Lab
- 4.3 Spartan Athletic Academic Success Center Interactive Classroom

Oakley invited a motion to approve the donor naming proposals presented in agenda item UAC-4. Trustee David Sprinkle made the motion, which was seconded by Trustee George Hoyle.

ATH-3 Personnel Matters

Motion

Oakley invited a motion to approve the personnel matters discussed in agenda item ATH-3. contract 1. Trustee Mae Douglas made the motion, which was seconded by Trustee Mona Edwards. On roll call vote, the motion carried unanimously.

Trustee Mona Edwards requested that the personnel matters be voted on separately. Given the request, Oakley itemized the matters as contracts 1, 2, and 3.

On roll call vote, contract 1 was approved as discussed with a vote of eight in favor and one abstention.²

Roll Call Vote	
Oakley	Yes
Benjamin	Yes
Carroll	Absent ³
Douglas	Yes
Edwards	Abstain
Hayes	Yes
Hoyle	Yes
Moore	Yes
Phillips	Absent
Priddy	Absent
Russell	Yes
Sloan	Yes
Sprinkle	Yes

On roll call vote, contract 2 was approved unanimously.

On roll call vote, contract 3 was approved unanimously.

BOT-3 Personnel Report dated February 26, 2021

² Immediately following the meeting, Trustee Edwards clarified that her abstention vote was intended to relate to the contract identified as 1, rather than the contract identified as 3; these minutes reflect that clarification.

³ Trustee Carroll left the meeting at 11:50 am.

Oakley invited a motion to approve the personnel report dated February 26, 2021. Trustee Mae Douglas made the motion, which was seconded by Trustee Mona Edwards. On roll call vote, the motion carried unanimously.

Open Session Information Item:

BOT-5 Annual Diversity and Inclusion Report to System Office 19-20

There were no questions or comments about BOT-5, the annual diversity and inclusion report to the System Office for academic year 2019-2020.

Adjourn

Following brief announcements, the meeting adjourned at 12:00 pm.

Respectfully submitted,

A handwritten signature in cursive script that reads "Kelly Harris".

Kelly Harris
Assistant Secretary to the Board of Trustees