UNC GREENSBORO
Board *of* Trustees

Special Called Meeting
April 22, 2020
1:00 pm

MINUTES

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

MEMBERS ABSENT WITH NOTICE: Frances Bullock, Elizabeth Phillips

OTHERS PRESENT: Chancellor Frank Gilliam; Jerry Blakemore, General Counsel; Kristen Bonatz, Deputy General Counsel; Beth Fischer, Vice Chancellor for University Advancement; Donna Heath, Vice Chancellor for Information Technology; Julia Jackson-Newsom, Associate Vice Chancellor for Strategy and Policy; Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer; Kim Record, Director of Athletics; Terri Shelton, Vice Chancellor for Research and Engagement; Andrew Cagle, Director of State and External Affairs; Waiyi Tse, Chief of Staff; Kelly Harris, Assistant Secretary to the Board of Trustees; and other members of the administration, faculty, staff, and public.

Chair Betsy Oakley called the meeting to order at 1:04 pm and read the Conflict of Interest statement. None were identified. Roll call was taken, and a quorum was confirmed.

Chair's Remarks

Chair Oakley thanked everyone for being available and for adapting to the remote meeting format. She noted that attention would be given to moving through the business before the board so as to preserve as much time as possible for the presentation by Center for Creative Leadership. Trustee Frances Bullock will resign as of June 30, 2020, one year prior to the end of her second four-year term. The Nominating Committee is in the process of identifying a candidate or candidates to be recommended for legislative appointment to finish Ms. Bullock's term and to thereafter be appointed for a full term. Additionally, several other trustees will rotate permanently off the board as of June 30, 2021, so nominees for those seats are also being considered. All trustees have been asked to submit their recommendations to Chair Oakley, Nominating Committee Chair Brad Hayes, and/or Assistant Secretary Kelly Harris. The process will adhere to the nominating committee guidelines adopted in November 2019 and the board will be kept informed as the process moves forward.

Chancellor's Remarks

Chancellor Gilliam gave an update on developments with the CARES Act. We expect to receive about $18.6 million; half of which must be used for student emergency financial aid grants. This can include food, housing, course materials, tech, and healthcare or childcare related to college attendance. The remainder will help partially offset COVID-related losses of more than $22M in expenses and revenues. We're working on guidelines for the student disbursements and will keep the board informed. He had a positive conversation with the Guilford County legislative delegation on April 20 to make UNCG's case/the UNC system's case for support.

The Board of Governors met on April 17 and approved a revised funding request that puts us about at 2018-19 levels, with $185M in operating funds cut from the previous budget request. The $600M in new construction projects across the System will have to be postponed, including UNCG's Jackson Library renovation. Interim President Roper may stay on longer than anticipated (he was originally stepping down at the end of June) because COVID has impacted the search.

UNCG has had several new leadership hires, including the recently announced hiring of Bob Shea as Vice Chancellor for Finance and Administration. In addition, Tina McEntire from UNC Charlotte will serve as our new Vice Chancellor for Enrollment Management as of June 1, and Maria Anastasiou from Appalachian State will succeed Nell Pynes as the new Associate Provost for International Programs. The Provost search continues, with three of five finalist candidates from a strong field having participated in virtual interviews with an array of campus stakeholders, including members of the Board. Two finalists have upcoming interviews and we hope to have a decision by the beginning of May.

UNCG has received positive media coverage related to COVID-19, including a story on several nursing students who have volunteered to work on the front lines in New York and one whose image was widely viewed and became a meme. These are just a few examples of how our students, and by extension UNCG, are transforming communities on both a local and national level. Higher education is going to change as a result of the pandemic. We are likely to experience a radical transformation and have to adapt by thinking differently.

OPEN SESSION

The minutes from the April 2, 2020 meeting were approved with no corrections or additions.

BOT-1 Request to Establish Regional Technology Readiness Institute

Chair Oakley welcomed Vice Chancellors Donna Heath and Terri Shelton to present BOT-1, a request to establish the Regional Technology Readiness Institute. UNCG has an unprecedented opportunity to play a pivotal role in engaging the region to establish sustainable, community-accessible cyberinfrastructure by establishing the Regional Technology Readiness Institute (RTRI). When established, the RTRI will operate as a public service institute that will leverage UNCG's collaborative partnerships and cyberinfrastructure to build, manage, maintain, drive, and collectively grow shared regional technology and data architecture that will connect educational institutions, municipalities, community organizations, industry partners, and people in our twelve county Piedmont Triad region.

This is in response to the fact that technology development has evolved to the point where it is no longer cost effective for entities to invest in sole-use technology infrastructure. This necessitates

bold and cooperative thinking about how to provide access to technology at an economy of scale. Moreover, the era of working as individuals within a global, "smart and connected" society necessitates access to data and data management technology for everyone. Coupled with expertise and services to promote broad utilization by the community and adoption of the technology into research, educational, and industry applications, the return on the investment in such technology can be enormous.

The goal is to transform the Piedmont Triad into a "smart and connected" region where communities and innovation thrive through shared technology and data. This will be accomplished through creating of a state-of-the-art technology infrastructure backbone accessible to the region's K-12 and higher education institutions, municipalities, community organizations, and industry partners as well as regional centers of excellence for cyberinfrastructure, data, and smart cities that catalyze collaborative research, innovation and workforce development.

Establishing the RTRI connects directly with the three areas of transformation defined in the UNCG strategic plan. The RTRI will drive *student transformation* by improving technology readiness and capacity at all K-12 schools and anchor institutions, including UNCG, in the region by ensuring that all institutions, including those serving low-income, rural and urban constituencies, have access to technology infrastructure that allows educators access to state-of-the-art educational and classroom management tools and solutions; working collaboratively with our partners in the schools to jointly develop curriculum that includes access to, and the utilization of, technology to better prepare students for post-secondary success and to improve every student's chances of earning a college degree; creating professional development pathways for educators to become "technology-ready" and confident about how to utilize the technology to transform the learning experience for their students, and creating a sustainable infrastructure to support the number of growing data analytic and informatic initiatives at UNCG.

It will also catalyze knowledge transformation by providing access to world-class cloud computing resources and big data management architecture that will drive projected exponential growth in data science research and scholarship; signaling regional readiness to support large-scale, convergence research initiatives from which the discovery and innovation needed to solve complex and vexing societal problems will emerge, and making individual and multi-institutional grant applications more competitive by having this infrastructure and being able to document established and sustained key partnerships whether local, regional, state, federal, private, or industry.

Regional transformation will be promoted by enabling sustainable growth in the region's data science, analytics, engineering, and translation capacity by providing educational workforce development opportunities focused on high speed networking, cyber and information security, use of cloud-based computing systems, enterprise application platforms, and data science training systems; as well as by ensuring that the next generation infrastructure (technology and tools) is in place to connect UNCG and the region to the emerging global computing and data platforms upon which modern industry is being built and provide students and researchers with cutting edge opportunities to experience and develop the technology integrations of the future.

Establishment of the RTRI signals regional readiness to support large-scale, convergence research initiatives. Convergence research, as defined by the National Science Foundation (NSF), is a means of solving vexing research problems that are complex and often driven by societal need. Convergence research entails integrating knowledge, methods, and expertise from different disciplines, sources, and communities and the formation of novel frameworks that catalyze scientific discovery and innovation.

The RTRI will uniquely serve the region's convergence research efforts by providing the technical foundation to enable Big Data management**:** systematic extraction and combination of large volume and disparate data sets (structured and unstructured data), permissioned access, storage and dissemination; Big Data discovery: support of large scale data transformation using sophisticated analysis protocols that include deep machine learning and the application of artificial intelligence methodology; and Big Data innovation**:** development of virtual database technology and an open, fair data governance framework.

The RTRI resources and data science and analytics framework will enable convergence service, resource allocation, educational and economic development initiatives as well as support the growing number of data analytic and informatics efforts currently underway at UNCG. The RTRI will provide a state-of-the-art technology architecture platform upon which technology infrastructure-use models can be applied, developed and tested. At the outset, these models will break down the technical barriers that can inhibit the effective use of these resources, facilitate collaboration, and become the bridge to connect the region.

Last, working collaboratively to build shared technology infrastructure enhances all of the partner institutions' information technology capacity and readiness by building long term sustainable models for operational optimization and growth through economies of scale.

The Institute will house common, extensible state-of-the-art technology infrastructure built upon a world-class cloud computing backbone and big data management architecture. The Institute will harness the burgeoning economy of scale to ensure technology readiness and capacity across all twelve counties of the Piedmont Triad region of NC.

UNCG has the technical resources to play the lead role in designing and establishing the backbone infrastructure framework to seed the RTRI, but building, sustaining and growing the resource will be a fully cooperative endeavor that will depend on a diverse set of stakeholders. The scale of the RTRI is beyond that of a single existing institution or University structure. Success will depend at the outset on 1) the full engagement, partnership and support of the education, municipal, community and industry Chief Information Officers and their relevant technical staff in the target counties, and 2) generating investment funding and resources from major technology vendor-partners and other sources (gifts, grants).

Neither UNCG nor any of the institutions within the UNC System have existing structures with a similar "regional technology readiness" vision, mission, and projected footprint. The Regional Technology Readiness Institute will be unique in North Carolina and will be a new "American model" for the critical role R2 universities must play in unifying their communities to innovatively and intentionally catalyze regional engagement, respond to university and community needs, and establish a fertile environment where high impact work force development and cutting-edge research prospers.

The process with include establishing stakeholder advisory boards and sustainable management frameworks for centers of excellence for cyberinfrastructure, a Piedmont Regional Data Collaborative and Smart Cities (IoT). We will secure funding via vendor-partners' commitments and grants, contracts and donor funding, and will establish mechanisms, aligned with the business plan, to sustain and grow the technology infrastructure assets and services. Regional technology, data and service cores will be established via design and implementation of a shared cloud computing architecture that is scalable to the educational, municipal, and business entities in the 12-county Piedmont region. We will pilot the architecture by migrating the UNCG, City of Greensboro, and Guilford County Schools data centers to the shared cloud compute infrastructure, migrate additional Guilford County partners to the proven architecture model, and extend the model to other Piedmont communities. Fiber assets will be pooled and we will drive vendor supported "last mile" new fiber construction to create high speed internet connectivity paths to all Guilford County K-12 schools, Greensboro Housing Authority neighborhoods, community centers, libraries, and community anchor institutions. This will ensure that low-income underserved areas within our community have equal access to Internet connectivity, extend the shared fiber resource model to other Piedmont communities, and identify risks and opportunities to the regional fiber infrastructure.

A regional open data collaborative will be built to provide the secure data lake infrastructure and the administration and governance required to store and provide access to regional open data. This will be achieved through establishment of the Piedmont Regional Data Collaborative (PRDC) as a center under the RTRI that serves as the local data intermediary for the Piedmont region, working in partnership with the Forward Guilford Community Indicators Steering Committee to identify and ingest all relevant data sets across Guilford County into the PRDC data lake, and facilitating business intelligence analytics research initiatives that leverage the regional data lake to solve community problems, enable more transparent government, and improve quality of life.

The work of the RTRI in each area of excellence will be guided by robust advisory boards comprised of key stakeholder subject matter experts across a broad swath of university, municipal, school district, civic, and industry regional leadership. The Institute will be managed by the Institute Director in partnership with the Institute Chief Technology Officer. RTRI administration will be managed by the UNCG Vice Chancellors for Research and Engagement and Information Technology Services.

The RTRI is a unique model that will launch with already established strong community partnerships and support to directly address both UNCG's core mission and strategic objectives, as well as the urgent problems we face in our community and region. The RTRI will transform the Piedmont Triad into a "smart and connected" region where communities and innovation thrive through shared technology and data.

Discussion centered on the provision of fiber optics, the economics/service model(s) involved, and the proposed name for the Institute. Chancellor Gilliam noted that the RTRI will serve as a strong magnet for economic development in addition to saving costs and potentially generating revenue for UNCG.

Following discussion, Chair Oakley invited a motion to approve establishment of the Regional Technology Readiness Institute. Trustee Linda Sloan made the motion. It was seconded by Trustee Mae Douglas and carried unanimously.

Oakley noted that the item on the agenda required that the Board convene in closed session, reminding the board that the only topic of discussion during the closed session would be agenda item BOT-2, and that a vote would not be taken until open session had resumed. Given the web-hosted meeting platform, she announced that members of the public were invited to remain in the open session Zoom meeting while the Board convened separately in closed session; the Board would return to the open session meeting thereafter.

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

General Account of Closed Session Discussion

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

OTHERS PRESENT: Chancellor Frank Gilliam; Jerry Blakemore, General Counsel; Kristen Bonatz, Associate General Counsel; Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer; Waiyi Tse, Chief of Staff; and Kelly Harris, Assistant Secretary to the Board of Trustees. Athletics Director Kim Record joined the end of the discussion.

Discussion Item: BOT-2 Personnel Matters

The Board discussed two proposed head coach contracts for baseball and volleyball as well as a proposed contract for the athletics director.

Following discussion, Chair Oakley invited a motion to return to open session. Trustee Kathy Manning made the motion; it was seconded by Trustee Brad Hayes and carried unanimously.

OPEN SESSION

Upon return to the open session zoom meeting, roll call was taken to confirm attendance. Once confirmed, Chair Oakley invited a motion to approve the personnel matters presented in agenda item BOT-2. Trustee David Sprinkle made the motion. It was seconded by Trustee Mona Edwards and carried unanimously.

BOT-3 Center for Creative Leadership Presentation: UNCG Board Self-Assessment

Oakley introduced several faculty and staff members from the Center for Creative Leadership (CCL) for the presentation on the board's self-assessment. The presentation was led by Preston Yarborough, Senior Faculty in the Higher Education Practice Societal Advancement group, Todd Deal, Senior Faculty and Director of the Higher Education practice of the

Societal Advancement group; and group members Katelyn James and Madeline Lombardo-Space.

The CCL team reviewed with the board the key leadership outcomes based on results of a Direction, Alignment, and Commitment Survey that was administered with 100% board member participation. The survey focused on areas such as vision, goals, cohesion, motivation, effectiveness, and matters related to the strategic plan.

Following a robust and meaningful conversation, Chair Oakley thank the CCL participants for the positive and rewarding experience.

There being no further business before the Board, the meeting was adjourned at 4:47 pm.

Respectfully submitted,

Kelly Harris
Assistant Secretary to the Board