



**Full Board Meeting
September 24, 2020
8:30 a.m.**

MINUTES

MEMBERS PRESENT: Betsy Oakley, Chair; Mae Douglas, Brad Hayes, George Hoyle, Kathy Manning, Elizabeth Phillips (joined at 9:30 am), Dean Priddy, Ward Russell, Linda Sloan, David Sprinkle, Austin Moore

MEMBERS ABSENT WITH NOTICE: Vanessa Carroll, Mona Edwards

OTHERS PRESENT: Chancellor Frank Gilliam; Provost Jim Coleman; 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; Julia Jackson-Newsom, Associate Vice Chancellor for Strategy and Policy; Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer; Tina McEntire, Vice Chancellor for Enrollment Management; Kim Record, Director of Athletics; Jeff Shafer, Vice Chancellor for Strategic Communications; Terri Shelton, Vice Chancellor for Research and Engagement, Andrew Cagle, Director of State and External Affairs; Waiyi Tse, Chief of Staff; Kelly Harris, Assistant Secretary to the Board of Trustees; and other members of the administration, faculty, staff, and public.

Chair Betsy Oakley called the meeting to order at 8:31 a.m. and read the Conflict of Interest statement. None were identified. Roll call was taken, and a quorum was confirmed.

Chair's Remarks

Oakley welcomed all in attendance. She then announced that alumna and fellow trustee Linda Sloan and husband, Tom Sloan, a former Chair of the Board, have invested \$2M to establish the new Sloan Endowed Scholarship to start this fall. It is a full-ride merit scholarship, only the seventh on campus, and part of the new Minerva Scholars program. The scholarship will eventually sustain two Sloan Scholars per class. It will cover the full cost of attendance and support high impact experiences like study abroad or internships. Recipients are welcome to choose any course of study, and the criteria for selection are based on financial need and academic merit.

The first recipient is freshman and music major Raven Sizemore from Randleman, NC. Sizemore joined the meeting to express her gratitude to the Sloans, who then shared their motivation for and excitement about establishing the Sloan Endowed Scholarship.

Oakley then recognized Chancellor Frank Gilliam for his remarks.

Chancellor's Remarks

Chancellor Gilliam also thanked Linda and Tom Sloan for their investment of \$2M in the new Sloan Endowed Scholarship, noting that they were the first people to welcome him and wife Jacqueline Gilliam to Greensboro when they arrived in 2015. They have been grateful for their leadership and friendship and for their generous support of UNCG.

Gilliam noted that because the Board had been receiving regular and thorough updates on COVID, enrollment, and budget, he would focus on one of the reasons UNCG has been successful in safely continuing operations with students on campus. We have great staff and faculty and cohesive COVID task forces comprised of hundreds of people led by Julia Jackson-Newsom and Director of Emergency Management Zach Smith, but it should be noted that the students have been central to that success. The maturity and commitment they have exhibited in responding to the virus is humbling and inspiring. Gilliam has held meetings with SGA President and Board member Austin Moore and other students – they are extremely motivated to do the right thing. They want to keep up their momentum and progress towards degree. They want and need to graduate on time. They want face-to-face courses and a residential experience. As such, they have acted responsibly, encouraging their peers and all of us to do the same.

Gilliam continued by noting that September marked his five-year anniversary at UNCG, prompting reflection. We have had momentum the last five years. We moved on many of our priorities such as:

- Changing the campus culture: repairing broken trust and opening up our aspirational aperture; pushing us to be more ambitious.
- Managing talent – finding people who match the culture we are building, including 10 new members to Chancellor's Council and five new deans last year.
- In the last five years, hiring 106 new faculty (above and beyond the 392 “replacement” slots we filled during the same five-year period) in fields in which there is significant student demand and/or in disciplines that align with emerging initiatives.
- Launching and investing in key strategic initiatives – e.g., student success; millennial campus
- Telling our story and creating an identity for the campus with a new look and feel; a more dynamic magazine; greater online presence; greater media coverage
- Increasing revenue generation. We have had record breaking fundraising years since 2015; research is up 40% over five years.
- Developing stackable credentials; new academic programs

Our rankings are up nearly everywhere – and last week we celebrated our second straight year as number 1 in North Carolina in *US News and World Report's* Social Mobility ranking (and number 23 in the nation). We had a record-breaking retention rate of 80.5% for freshmen. Nationally, the average first-year student retention rate stands at 73.8%, with only 61.7% actually staying at their starting institutions.

UNCG was also recognized in a recent letter from former UNC President Bill Roper (before he retired), who complimented us as the only school to have met and exceeded every performance metric (rural enrollments/completions; low income enrollments/completions; graduation rates; critical workforce degrees awarded).

Additionally, the Nursing and Instructional Building is scheduled to open in January 2021. Because of this additional, state-of-the-art space, UNCG will be able to graduate more nurses, scientists, health care professionals, and researchers.

Gilliam stated that part of his job is to focus on the future of the university – after COVID. Where will we be in the next five years? The next 10 years? The next quarter century? While our ability to weather the impact of the coronavirus, while maintaining our ambitious goal of becoming a national model for blending access, excellence, and impact, is crucial to transforming the institution, we must seize on the opportunities if we are to take “Giant Steps” into the future. We will take on this challenge by:

- By keeping our focus on the retention and graduation of our students utilizing a novel integrated student success model.
- By carefully and strategically managing our resources during the pandemic and by continuing to develop promising ideas and programs.
- By continuing to invest in our research structure as it has contributed to a five-year increase in extramural funding of 40%.
- By continuing to expand our online presence at both the graduate and undergraduate levels where we have witnessed considerable enrollment growth.
- By maintaining the vigor of our strategic communications plan, which has led to greater visibility at both the state and national level.

Gilliam closed by thanking the board for its leadership.

Open Session

Approval of Minutes – July 15, 2020

On roll call vote, the minutes of the July 15, 2020 meeting were unanimously approved without additions or corrections.

Committee Reports

Finance and Administration Committee

Acting Chair Ward Russell gave the report of the Finance and Administration Committee. On roll call vote, the Committee approved the minutes from the November 19, 2019 meeting without

additions or corrections. Associate Vice Chancellor Scott Milman gave a presentation on Parking Operations and Campus Management (POCAM), which strives to provide the campus community a menu of commuting alternatives including pedestrian, bicycle, and transit facilities and services. UNCG has a balanced, multimodal transportation system that promotes choices for ridership and influences the demand for an improved transit and parking system, as well as offering incentives and programs that discourage single occupant vehicle travel. POCAM's adherence to use of Travel Demand Management as outlined in the original Transportation Master Plan and subsequent updates assists the University in meet UNC System Sustainability Policy requirements as well as our responsibility as a signatory of the American College & University President Climate Commitment. We are in the process of updating our transportation plan as part of the University's Campus Master Plan Update. The Committee then heard from Associate Vice Chancellor for Facilities Sameer Kapileshwari, who gave a preview of the Campus Master Plan presentation to be given to the full board.

Compliance, Audit, Risk Management, & Legal Committee

Acting Chair Brad Hayes gave the report of the CARL Committee. On roll call vote, the Committee approved the minutes from the November 19, 2019 meeting without additions or corrections. The Committee had an opportunity to review the Work Plan for the academic year. A critical component of the Committee's framework, it includes duties that are required by law such as discussion of annual audit requirements and approvals, and matters that the Committee and/or Chancellor have determined are necessary for Committee understanding and review. Director of Internal Audit Don Skeen gave the Committee a summary of internal and external audits related to Athletics, Purchasing, Clery Act Compliance, Weatherspoon Arts Foundation, and the Childcare Education Program. No exceptions were noted in these audits. Associate Vice Chancellor Julia Jackson Newsom and Emergency Management Director Zach Smith gave a multi-faceted update on COVID-19 as it relates to areas within the purview of the CARL Committee, touching on cyber security/data integrity, regulatory compliance, and financial status. On roll call vote, the Committee unanimously approved the proposed 2020-21 CARL Committee Work Plan.

University Advancement Committee

Chair Kathy Manning gave the report of the University Advancement Committee. On roll call vote, the Committee approved the minutes from the November 19, 2019 meeting without additions or corrections. Vice Chancellor for Advancement Beth Fischer gave a report on the status of fundraising. Total gifts and new commitments stand at \$4,394,271, up 26.9% over last year. That figure includes \$2,319,531 in Office of Sponsored Programs (OSP) grants, which are up 355.3% over last year. Total outright giving, including OSP grants, stands at \$ 4,378,188, a 24.6% increase over last year. For fiscal year 2021, the gifts and new commitments goal is \$20 million and the outright giving goal is \$11 million. This goal was set to represent an increase over last year and over our five-year average. It reflects approximately a 10% increase year over year; it is a conservative number based on so many unknowns related to COVID-19. Our cash goal remains the same as last year. Vice Chancellor for Research Terri Shelton and Associate Vice Chancellor for Advancement Kris Davidson updated the Committee on the status of philanthropic gifts through the Office of Sponsored Programs. The Office of Research and Engagement (ORE) engages with faculty to create meaningful proposals to fund research projects and programs. On average, the ORE supports over \$40 million in external awards and contracts annually with FY20

totals at \$42.4 million. Of that \$40 million, approximately \$2 million is considered philanthropic, reflecting the strong relationship ORE has with University Advancement, as well as good stewardship of sponsors.

Academic Affairs Committee

Chair Dean Priddy gave the report of the Academic Affairs Committee. On roll call vote, the Committee approved the minutes from the November 19, 2019 meeting without additions or corrections. They then enjoyed a presentation from new Provost Jim Coleman, who introduced himself and discussed his priorities to create a strong integrated student success initiative and to develop programs to drive enrollment. Provost Coleman also gave a brief overview of undergraduate enrollment, which was followed by a more in-depth discussion of graduate, online, international, and retention enrollment led by Dr. Karen Bull, Dean of UNCG Online; Dr. Kelly Burke, Vice Provost and Dean of the Graduate School; Dr. Maria Anastasiou, Vice Provost of International Programs; and Dr. Andrew Hamilton, Associate Vice Provost for Student Success and Dean of Undergraduate Studies. Provost Coleman also provided an update on COVID-related adjustments in Academic Affairs. 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-4.1, and to delegate to the Chancellor the authority to act on additions to and deletions from the list, as may be appropriate. Trustee Kathy Manning seconded the motion, which carried unanimously on roll call vote. The meeting concluded with an update on research and engagement from Vice Chancellor Terri Shelton. Fiscal Year 2020 awards exceeded last year's record total and exceeded our target with award dollars increasing by \$2,786,747 (7%). The majority of those awards are federal (56.2%), with state contracts at 18.4%. Subawards from other educational/research institutions account for 13.1%; nonprofits for 6.1%; foundations for 2.3%, and business and industry at 1.6%. This award total surpasses the last nine fiscal year figures and contributes to a six-year stretch of impressive growth in research funding. From FY 2015 to FY 2020, funding increased by 40%.

Athletics Committee

Chair Brad Hayes gave the report of the Athletics Committee. On roll call vote, the Committee approved the minutes from the November 19, 2019 meeting without additions or corrections. Director of Athletics Kim Record gave a virtual tour of the new Speed, Strength and Conditioning Center located on the first floor of the Coleman Building. The new facility is approximately 2,500 sq. ft. It includes all new state-of-the-art equipment with an added second floor for cardio and additional training, a "Fueling Station," and the strength and conditioning coach offices. Over 200 athletes will use the facility. The project is 100% donor funded. Record also shared a video of the partnership between the UNCG and A&T men's basketball teams promoting the "Make Your Voices Be Heard" initiative, which encourages students to register to vote. Record also reported that Kristen Rusboldt, Associate AD for Spartan Academic Success, has been assigned to focus on diversity and intercultural relations within the unit. Several members of the athletics staff developed a group called SHIELD (Spartans Honoring Integrity Equity Love Diversity) as an outlet for department members to brainstorm, share ideas, and implement initiatives. Athletics also hosted two educational sessions for staff and student-athletes.

Moss Street Partnership School Update

School of Education Dean Randy Penfield gave a Moss Street Partnership School Update. Given COVID, the school opened with all students using a remote learning format, and it is scheduled to continue with remote learning until at least October 16, the end of the first quarter. To facilitate this, 305 iPads were distributed to Moss Street families. Teachers provided online resources through a Moss Street Remote Learning Site and maintained weekly contact with families to support academic, behavioral, and social-emotional needs. Thus far, the remote instruction has been going as smoothly as we could have expected. There are COVID-related enrollment and budget implications. Enrollment at the end of the first month was 333 students, which is a decline over last year. The decline is seen mainly in kindergarten, where enrollment is at about 50%. This trend is expected in light of the pandemic and parents choosing not to send their children to school. To address the related budget issues, the State Legislature passed a “hold harmless” provision for public school districts that allocates funds for 2020-2021 based on the 2019-2020 average daily membership (ADM) in schools. This provision assures that the Moss Street budget for 2020-2021 will not be impacted by the COVID-related enrollment decline.

UNCG students have continued to participate in Teacher Preparation Programs. UNCG Special Education students who enrolled in SES 469 (an upper year teacher preparation course) are tutoring MSPS students, and 27 students in these programs have clinical experiences at Moss Street.

Finally, the Moss Street Advisory Board completed a biennial evaluation of the school Principal, Tina Chestnut. Based on this evaluation, the Advisory Board recommended continued employment and commended Principal Chestnut’s leadership efforts and accomplishments, both in general and in the context of the pandemic.

Chair Oakley called for a ten-minute recess at 10:15 am.

Presentations:

BOT-1 Campus Climate Update

Following recess, Chair Oakley welcomed Dr. Andrea Hunter, the Chancellor’s new Fellow for Campus Climate, and Dr. Julie Mendez Smith, who is in her final year in that role, to discuss campus climate and ongoing racial equity efforts at UNCG, some newly developed in part as an initial response to the increasing national and local awareness regarding racial injustice. Dr. Hunter opened with a quote from Victor Ray: “Organizations often decouple formal commitments to equity, access, and inclusion from policies and practices that reinforce, or at least do not challenge, existing racial [social] hierarchies. This decoupling allows organizations to maintain legitimacy and appear neutral or even progressive while doing little to intervene in pervasive patterns of racial [and social] inequality.” To address this and be the change we seek, an action framework has been developed to help the campus as a whole set goals and objectives for addressing the problems associated with structural racism in our society and within our

institutions. This framework reflects the need for all campus stakeholders to understand and embrace institutional policies and practices and use accountability measures to actualize our values about diversity and inclusion and move toward producing sustained, institutional change. It features the needs of the campus and how resources such as training, education, and programming, along with policy review, are recommended to help continue to improve the experiences for all our student, staff, and faculty stakeholders. This summer, a new racial equity website was launched to provide a more centralized way of communicating the importance of EDI with the campus and to encourage new ways of learning and taking action so we create more equitable experiences for members of minoritized populations, particularly at UNCG. Dr. Mendez Smith discussed student needs in this regard. We hear from our students that they want to discuss their experiences and have meaningful dialogue, but with COVID there have been virtual challenges to communication. It is also imperative that we provide economic, mental health, and social supports, especially for those with family responsibilities. To be responsive, the Chancellor's Fellows, in partnership with Student Affairs, are engaging student groups and developing new initiatives such as a mental health awareness effort that will launch on campus soon. The iBelong project (a continuation of the AY2019-20 campus climate survey) continues to engage students, staff, and faculty through presentations about sense of belonging. Another new effort is the development of the Bias Awareness Response and Education Team. The Office of Intercultural Engagement remains an active place for building connections, even in the virtual environment. By working collaboratively to have these conversations and implement these strategies, we can, as Chancellor Gilliam puts it, take giant steps.

The Board engaged in thorough discussion about the desire engage in further dialogue around developing its role in supporting these efforts and initiatives. Additional opportunities to focus on this will be scheduled.

BOT-2 Fall 2020 Enrollment Update

Oakley welcomed Tina McEntire, Vice Chancellor for Enrollment Management, to present an update on the status of fall undergraduate enrollment, financial aid, and future enrollment plans. We have experienced a COVID-related decline in enrollment. Fall Census numbers reflect a decline of 606 undergraduate students (11%) compared to the same point in time last year, but we did have a gain of 32 students (.02%) in continuing enrollment. The total difference for undergraduate enrollment is a decline of 574 students (3.5%). In the Graduate School, there has been a gain of 229 students (18%) over last year, but continuing enrollment is down by 75 students (.03%). Total graduate enrollment is up 154 students (4.3%). Combined, total fall 2020 enrollment reflects a decline of 2.1% (432 students).

In terms of freshman enrollment, there was a 4% decline in applications, a 5% increase in the rate of admissions, and a 5% decline in yield. The melt rate was higher for students with significant financial need. The freshman profile consists of 58% underrepresented minority students, 39 % first generation, 68% female, and 94 % in-state residency. We did experience a decline in enrollment from Guilford, Wake, and Mecklenburg counties, but will increase marketing efforts this admissions cycle. Enrollment from Forsyth and Durham counties rose. Graduate enrollment has increased 11.7% over five years, and we have launched several new degree programs, including M.S. Sustainability and Environment and M.S. Informatics and Analytics (both online), as well as M.Ed. Instructional Technology and M.A. Applied Economics.

Although the final numbers reflect a decline, great effort was successfully taken to enroll this fall class under very unusual circumstances. Students were admitted, onboarded, advised, registered, and provided aid packages remotely this spring and summer. These critical enrollment tasks were accomplished remotely while still providing the culture of care that UNCG does so well.

Financial aid was extended to 15,362 students. Of those aid packages, 75% have loans, and the average loan debt at graduation is \$ 27,140.00. Pell grants were awarded to 8,458 undergraduates (51%), and 5,295 students qualified as full need.

Future enrollment plans consider projections showing that the population of 18-year-olds will decline by about 8% from 2022 to 2025; the decline will rise to 14% from 2026 to 2029. Similarly, the number of students graduating from North Carolina high schools is projected to drop by some 7,000 students from 2021 to 2022. We do expect numbers to rise from 2022 to 2025, but another drop is projected from 2026 to 2028. To prepare for this, we have begun practicing the “Science of Enrollment” by engaging EAB (formerly Education Advisory Board) Enrollment Services to expand outreach to high school sophomores and juniors and to employ yield optimization; and by leveraging financial aid through EAB’s Financial Aid Optimization program. We are looking at expanding our visit experience to provide more opportunities for students to attend on-campus events (open houses, receptions, admitted student days), and we’re improving visit space to strengthen critical first impressions. We’ll expand the involvement of our various units in recruitment and increase community college visits. These steps are all part of implementing a process of continuous quality improvement (CQI), using data to identify program strength and opportunities for improvement.

BOT-3 Campus Master Plan Update and Space Assessment Study

Chair Oakley turned the Board’s attention to agenda item BOT-3, a presentation on the campus master plan, which required Board approval.

Pursuant to the UNC System Code and Policy Manual, the Board of Trustees is responsible to the Board of Governors to approve capital improvement projects funded entirely with non-General Fund money that are projected to cost less than \$750,000. Pursuant thereto, the Board of Trustees on July 8, 2019 approved this master plan project in the amount of \$450,000. At the September 27, 2019 meeting, the Board of Trustees approved the firm of Sasaki as the designer for the Campus Master Plan Update and Space Assessment Study.

Greg Havens from design firm Sasaki presented a detailed overview of the updated plan, which assesses current campus spaces and provides an intensive study for future campus development in support of the strategic vision of UNCG. The updated plan includes academic and research initiatives, strategic partnerships, campus life and planning, landscape preservation and enhancement, approaches to sustainability, utilities and infrastructure, transportation planning, and campus expansion. Guided by a space inventory analysis and stakeholder interviews, the space assessment studied existing space data, scheduling information, and space and technological limitations to provide recommendations for improved space utilization over time.

Following discussion, Oakley invited a motion to approve the Campus Master Plan and Space Assessment Study as presented in agenda item BOT-3. Trustee Mae Douglas made the motion, which was seconded by Trustee Ward Russell. The motion carried unanimously on roll call vote.

BOT-4 Report on University Policy Concerning Employment of Related Persons

Oakley noted that agenda item BOT-4, the report on the University Policy Concerning Employment of Related Persons, was included in the Board's pre-meeting materials and opened the floor for questions or comments. There were none.

The final items on the agenda required the Board to convene in closed session for discussion. Oakley reminded all that the only topics of discussion during closed session would be agenda items ATH-3, ATH-4, BOT-5, and BOT-6, and that no vote would be taken until the Board returned to open session.

Motion to Enter Closed Session

Oakley then moved that the Board convene in closed session pursuant to Section 143-318.11(5) and (6) of the North Carolina Open Meetings Law, to consider the amount of compensation and conditions of appointment of an employment contract or contracts, and to prevent the disclosure of confidential personnel information under Chapter 126 of the North Carolina General Statutes.

Trustee Ward Russell seconded the motion, which carried unanimously on roll call vote.

Oakley informed members of the public that the YouTube livestream would remain active while the Board convened in closed session and would continue airing when open session resumed.

General Account of Closed Session Discussion

MEMBERS PRESENT: Betsy Oakley, Mae Douglas, Brad Hayes, George Hoyle, Kathy Manning, Elizabeth Phillips, Dean Priddy, Ward Russell, Linda Sloan, David Sprinkle, Austin Moore

OTHERS PRESENT: Chancellor Frank Gilliam; Provost Jim Coleman; Vice Chancellor for Finance and Administration Bob Shea; Jerry Blakemore, General Counsel; Kim Record, Director of Athletics; Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer; Waiyi Tse, Chief of Staff; Kelly Harris, Assistant Secretary to the Board of Trustees.

ATH-3 Personnel Matters

As recommended by the Athletics Committee, Athletics Director Kim Record presented agenda item ATH-3, a request for approval of extensions of head coach contracts for women's basketball, cross country, and women's softball.

ATH-4 Personnel Matters

As recommended by the Athletics Committee, Athletics Director Kim Record presented agenda item ATH-4, request for approval of non-salary compensation in the form of bonuses for men's basketball assistant coaches and athletics staff consistent with the head coach's existing contract.

BOT-5 Personnel Report dated September 4, 2020

Oakley presented agenda item BOT-5, a routine personnel report dated September 4, 2020.

BOT-6 Quarterly Salary Action Reports – Fiscal Year 19/20, Q3 and Q4

Oakley presented as information routine quarterly reports for 3rd and 4th quarters of fiscal year 2019-2020.

Return to Open Session

Vote on Closed Session Action Items

ATH-3 Personnel Matters

Oakley requested a motion to approve the personnel matters discussed in agenda item ATH-3. Trustee Kathy Manning made the motion, which was seconded by Trustee Dean Priddy. On roll call vote, the motion carried unanimously.

ATH-4 Personnel Matters

Oakley requested a motion to approve the personnel matters discussed in agenda item ATH-3. Trustee Dean Priddy made the motion, which was seconded by Trustee Brad Hayes. On roll call vote, the motion carried unanimously.

BOT-5 Personnel Report dated September 4, 2020

Oakley requested a motion to approve the personnel matters discussed in agenda item BOT-5. Trustee David Sprinkle made the motion, which was seconded by Trustee Kathy Manning. On roll call vote, the motion carried unanimously.

There being no further business, the meeting adjourned at 12:30 pm.

Respectfully submitted,



Kelly Harris
Assistant Secretary to the Board of Trustees