



UNC GREENSBORO

Board of Trustees

**Full Board Meeting
September 30, 2021
8:30 am**

MINUTES

Members Present: Betsy Oakley, Chair; Anita Bachmann, Margaret Benjamin, Mae Douglas, Mona Edwards, Ernest Grant, Brad Hayes, George Hoyle, Elizabeth Phillips, Dean Priddy, Linda Sloan, Haz Mengesha

Members Absent with Notice: Tim Rice

Others Present: Frank Gilliam, Chancellor; Debbie Storrs, Provost; Bob Shea, Vice Chancellor for Finance & Administration; Jerry Blakemore, General Counsel; Beth Fischer, Vice Chancellor for University Advancement; Tina McEntire, Vice Chancellor for Enrollment Management; Cathy Akens, Vice Chancellor for Student Affairs; Donna Heath, Vice Chancellor for Information Technology; Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer; Kristen Bonatz, Deputy General Counsel; Terri Shelton, Vice Chancellor for Research and Engagement; Kevin Bostian, Interim 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 faculty and staff.

Chair Betsy Oakley called the meeting to order at 8:30 am. She welcomed new Student Government Association President Haz Mengesha to the Board. Mengesha is a junior from Raleigh pursuing a bachelor's degree in kinesiology with a double minor in biology and chemistry. He plans to become a physician's assistant.

She then read the conflict-of-interest statement. None were identified. Roll Call was read and quorum was confirmed.

Chancellor Frank Gilliam gave remarks, joining Oakley in welcoming Haz Mengesha to the Board. Gilliam noted recent achievements and accolades the university has received, including being ranked number 1 in Social Mobility in North Carolina by US News & World Report for the third consecutive year. Nationally, we rose from 23 to 13 in that ranking. This means we take our students farther; a UNCG degree makes a real difference to students and the trajectory of their families.

UNCG has also received the Higher Education Excellence in Diversity Award for the fourth consecutive year. Ten thousand schools apply. UNCG is one of two UNC System schools to receive the award and the only school in the Triad to do so.

The search for a new Director of Athletics is underway. Search firm proposals are due and extensive stakeholder input will be sought. The selected firm will ask coaches, trustees, and the athletic community what they want in the next AD. That person should be a seasoned fundraiser, an experienced manager who can manage athletics budget and be creative with revenue generation, and a collaborative leader who can inspire coaches/staff and has their trust and support. We also need an AD who is willing to make decisions, has sound judgment, and is nimble and flexible in a changing collegiate athletics landscape.

The VC for Strategic Communications search is ongoing. Candidates will be interviewed over the next few weeks and trustees have been invited to participate. We hope to have someone in place by December.

Gilliam also updated the Board on the university's COVID outlook. We are providing as much of a traditional experience to our students as possible while protecting our community. About 74% of our classes are face to face/hybrid and there has been no evidence of classroom spread. As a state institution, we are currently prohibited from mandating a vaccine, but with the UNC System's endorsement we are implementing a robust testing program for unvaccinated students and employees. Numbers are trending up for compliance on this.

The state budget has not passed yet, but we are hopeful legislators will pass one in October. Our renovation and repair requests (including Jackson Library) are currently in the budget, as is a 4% raise over two years for faculty and most staff.

Open Session

Action Items

BOT-1 Consent Agenda

- 1.1 Approval of Minutes – July 14, 2021
- 1.2 Approval of Minutes – August 3, 2021
- 1.3 Approval of Capital Improvement Project-McIver Deck Elevator Replacement (FAC-1)
- 1.4 Three College Observatory Ground Lease & Nature Preserve Dedication (FAC-2)

Oakley reviewed the items on the consent agenda; all were included in the trustees' pre-meeting materials. There being no questions or requests to discuss any of the items individually, Oakley invited a motion to approve the consent agenda. Trustee Mae Douglas made the motion; Trustee Margaret Benjamin seconded. On roll call vote, the motion carried unanimously.

Committee Reports

Committee reports were given from the Chairs of the Athletics; Compliance, Audit, Risk Management and Legal, Finance and Administration, and Academic Affairs Committees, which convened Tuesday September 28, 2021.

Trustee Mae Douglas provided a brief update on the Moss Street Partnership School.

BOT-2 Board of Trustees Retreat: Team Building and Rules of Engagement

At the August 3, 2021 retreat, the Board of Trustees engaged in conversation around team building, building trust, and effective communication. The Board identified rules of engagement, discussed methods of accountability to those agreements, and discussed those principles and behaviors that guide how they communicate and engage within a public context. Those principles and behaviors were captured in an infographic titled “Board of Trustees Commitments.” Chair Oakley, Vice Chair Mona Edwards, and Trustee Margaret Benjamin reviewed that document with the Board and thanked Jiyoung Park, Visual Arts Specialist with University Communications, for her work designing and developing it.

BOT-3 Budget and Enrollment Update

Provost Debbie Storrs and Vice Chancellors Bob Shea and Tina McEntire gave a presentation focused on the interconnectedness of academic programs, enrollment, and the budget. The various funding streams were reviewed, including state appropriations; of the \$2.4B UNC System Budget, UNCG receives 10.94%. Revenue in 2019-2020 consisted primarily of state appropriations (39.12%), tuition and fee revenue (24.74%), and state financial aid (13.69%); those numbers have diminished due to reduced appropriations and enrollment declines due primarily to COVID. The student-credit hour state appropriations formula was discussed, as was the 2020-2021 operating budget, 73.59% of which went to academic affairs, illustrating the importance of the academic mission and underscoring the significant impact budgetary cuts have on academic affairs. In addition to COVID, enrollment decreases are driven by demographic and market changes; market share has almost twice the enrollment impact vs. demographics. Given the state’s student credit hour funding formula, declining enrollment and the cohort drag, we will see continued decreased appropriations for 2022-2023.

To address resulting budget gaps, UNCG will look at budget reductions, keeping in mind university values, our strategic framework, and the impact on revenue generation. Against that backdrop, initiatives, programs, and/or practices may be revised, paused, or discontinued. Operational efficiency and reallocation will be considered, and we will focus on philanthropy and aligned leadership around our strategic priorities. We will also implement enrollment strategies focused on perception/brand awareness, expanded recruitment and outreach to community colleges, revamping integrated student success initiatives to dismantle broken processes and build better systems, launching a recruitment campaign to prospects and stop out students, and coordinating marketing efforts to capture media buying efficiency and ensure cohesive campaigns.

BOT-4 Campaign Update

Vice Chancellor Beth Fischer gave an overview of the status of the campaign and the significance of philanthropy to UNCG's mission to provide access, excellence, and impact and to support the university's tenacious commitment to student success. The goal for Light the Way: The Campaign for Earned Achievement is \$200,000,000, to be appropriated across three pillars: \$100M for access to address the financial needs of students and prospective students, particularly given the demographic profile of our student body; \$40M for excellence to attract and retain high caliber faculty and underwrite compelling teaching and research; and \$60M for impact via creation of powerful new academic programs, investment in research and development, support for intercollegiate athletics, and community engagement.

A silent phase of the campaign began in 2019. To date, the campaign has raised \$113,803.368 from 18,241 unique donors who have endowed 120 scholarships, four professorships, and provided funds for 176 programs. Unit case statements and a volunteer handbook were shared, and Fischer reviewed plans for the public launch of the campaign on October 5.

BOT-5 Board of Governors System-Wide Delegations Project

General Counsel Jerry Blakemore reviewed the Board of Governors system-wide delegations project, which directed each campus to identify and restate the specific powers and authorities vested in the Board of Trustees have in turn been delegated or sub-delegated to any individual or entity such as a standing committee. A comprehensive and collaborative review was conducted, resulting in a table identifying the sources of board authority, any delegations or sub-delegations of that authority, and documenting the sources of those delegations or sub-delegations. That table and an accompanying Resolution were provided to the Board in advance of the meeting, and all trustees were given an opportunity to ask questions and offer input.

Following discussion, Oakley invited a motion to adopt the Resolution and Table incorporated as Exhibit A, as presented in agenda item BOT-5. Trustee Mona Edwards made the motion; Trustee Mae Douglas seconded. On roll call vote, the motion carried unanimously.

BOT-6 Report on University Policy Concerning Employment of Related Persons

The annual report on employment of related persons (anti-nepotism) was included with the board's pre-meeting materials as an informational item. There were no questions or comments about the report.

Transition to Closed Session

Oakley noted that the final agenda items required closed session discussion. She announced that the live stream would remain active for members of the public until the board returned to the open session, that the only items to be discussed in closed session were items BOT-7 and 8, and that the board would not vote on item BOT-7 until open session resumed.

Motion to Enter Closed Session

Pursuant to Section 143-318.11(a)(1) and (3) of the North Carolina Open Meetings Law, Oakley then moved that the board convene in Closed Session Section to prevent the disclosure of privileged and confidential information not considered a public record under Chapter 132 of the General Statutes and to consult with the university's general counsel in order to preserve the attorney-client privilege.

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

General Account of Closed Session Discussion

Members Present: Chair Betsy Oakley, Anita Bachmann, Margaret Benjamin, Mae Douglas, Mona Edwards, Ernest Grant, Brad Hayes, George Hoyle, Elizabeth Phillips, Dean Priddy, Linda Sloan, Haz Mengesha

Others Present: Chancellor Frank Gilliam; Provost Debbie Storrs; Vice Chancellor Bob Shea; General Counsel Jerry Blakemore; Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer; Chief of Staff Waiyi Tse, and Kelly Harris, Assistant Secretary to the Board

The Board considered agenda item BOT-7, the personnel report dated September 13, 2021. There were no questions or comments about the report.

The Board then discussed agenda item BOT-8, a personnel matter.

OPEN SESSION

Vote on Closed Session Item BOT-7

Chair Oakley invited a motion to approve the personnel report dated September 13, 2021, as presented in agenda item BOT-7. Trustee Mae Douglas made the motion, which was seconded by Trustee Linda Sloan. On roll call vote, the motion carried unanimously.

There being no further business, the meeting was adjourned at 12:31 pm.

Respectfully submitted,



Kelly Harris
Assistant Secretary to the Board of Trustees