



**Full Board Meeting
September 29, 2022
8:30 am**

MINUTES

Members Present: Betsy Oakley, Chair; Margaret Benjamin, Mae Douglas (attended remotely)¹; Mona Edwards, Ernest Grant, George Hoyle, Elizabeth Phillips (attended remotely), Dean Priddy, Linda Sloan, Haz Mengesha

Members Absent with Notice: Anita Bachmann, Brad Hayes, Tim Rice

Others Present: Chancellor Frank Gilliam; Provost Debbie Storrs; 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; Brian Mackin, Director of Athletics; Waiyi Tse, Chief of Staff; Board of Governors member Joel Ford, Kelly Harris, Assistant Secretary to the Board of Trustees; James Lyons, Technology Support Analyst, and other members of the faculty, staff, and general public.

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 read and quorum was confirmed.

Oakley recognized and congratulated several members of the Board of Trustees and UNCG staff for the following awards and recognition:

- Trustee Linda Sloan and husband Tom Sloan have been honored with NCCJ's 2022 Citation Award, which is given in recognition of extraordinary efforts to fight bias, bigotry, and racism to make our community a better place for all.

¹ Pursuant to the UNC System's "BOG Rule," Trustees who attended the meeting remotely were not factored in for quorum or voting purposes.

- Trustee Mae Douglas is the Association of Fundraising Professionals (AFP) Triad Chapter Outstanding Philanthropist for 2022.
- Trustee Ernest Grant will be honored with the 2022 Nightingale Award, given by the Foundation for New York State Nurses to an organization or individual whose actions mirror those of Florence Nightingale for being a leader, mentor, and educator in the field who is passionate about nursing and patient care.
- Beth Fischer, Vice Chancellor for University Advancement, is the AFP Triad Chapter Outstanding Fundraising Professional for 2022.

Oakley also thanked Trustee Margaret Benjamin and husband Bill Benjamin for their generous gift through the Light the Way Campaign. The Weatherspoon Art Museum Auditorium was dedicated in their honor in recognition of the gift.

Chancellor's Remarks

Chancellor Frank Gilliam gave remarks, joining Oakley in congratulating the trustees and Vice Chancellor Fischer, adding that Fischer and her team have had a record fundraising year, quite notable given that the Light the Way Campaign launched during COVID. Gilliam acknowledged the contributions of everyone in the Advancement division, the deans, directors, the trustees, Campaign Cabinet members, thanking all for their support.

He reviewed recent corporate engagement efforts, including his appointment to the Piedmont Triad Partnership Board and a recent campus visit with Syngenta executives and Syngenta employees who are UNCG alumni.

Gilliam touched on enrollment challenges given national and local trends, driven by demographic shifts, changes in demand and consumption patterns, a shift in the perception of the value of higher education, and policy changes in North Carolina, most notably the shift to test-optional admissions, the establishment of North Carolina Promise Schools with low fixed tuition, and the new funding model implemented by the Board of Governors. These changes have prompted the flagships (UNC Chapel Hill and NC State) to accept more students than they would have previously to offset their enrollment drops. This has had a trickle-down effect in that students who would not previously have been admitted to those schools and who may otherwise have matriculated at UNCG now exercise other options, further impacting UNCG enrollment. The pandemic also accelerated enrollment decline across the nation, so it is not a situation unique to North Carolina or UNCG.

There are significant budget implications; enrollment equals budget. UNCG is not alone in experiencing the decline. Collectively, UNC System enrollment is down 2%/. At a recent Board of Governors meeting, President Hans forecast the likelihood of seismic shifts. UNCG too must shift.

To do so, we are developing enrollment and retention strategies, modernizing administrative operations, making investments in our research enterprise and programs, pursuing advocacy among the UNC Board of Governors and NC General Assembly, and doubling down on philanthropy through the Light the Way Campaign.

UNCG will continue to work on these areas but will not be able to grow our way out of the situation. Rather, we will have to innovate and reinvent our way out. Innovation has to fall within our strategic framework criteria, which are: mission alignment, devoting resources to areas of significant student and market demand, investing in programs to meet critical workforce needs, pursuing innovative initiatives with low barriers to entry and a high possibility of external funding (industry/corporate partners; community partners; non-governmental/governmental organizations).

UNCG must be steadfast in our mission while prioritizing, evaluating what we do, and doing it more efficiently. To that end, we are participating in the pilot “ROI” study being conducted by the Board of Governors at the General Assembly’s Direction. Conducted by Deloitte, the study is evaluating current programs at each System campus related to operational costs, student outcomes, and return on investment for each program. A final report is due to the General Assembly by September 1, 2023.

On the campus level, higher education consulting group RPK will engage with multiple stakeholder groups in conducting a similar cost analysis from a business model perspective. Additionally, administrative and academic leadership have been charged to continue to evaluate areas where new operational practices, structures, and policies may provide opportunities for additional efficiencies. Innovation and research grants for faculty and staff have been announced and are intended to incentivize ideas to propel us forward.

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.

Open Session

Action Items

BOT – 1 Consent Agenda

- 1.1 Approval of Minutes – July 13, 2022
- 1.2 Establishment of Early College Research Center (AAC - 4)
- 1.3 Proposed Revisions to CARL Committee Charter (CARL-1.3)
- 1.4 Proposed Revisions to Internal Audit Charter (CARL-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 Dean Priddy made the motion; trustee Mona Edwards seconded. On roll call vote, the motion carried unanimously.

Action Items

BOT – 2 Designer Selection: Sullivan Science Building – Teaching Greenhouse Repairs

AVC Sameer Kapileshwari reviewed the credentials of the design firm recommended as designer for the Sullivan Teaching Greenhouse repair project, necessary to restore the greenhouse to full functionality and proper temperature and humidity parameters. Following the Designer Selection Committee's interviews with three finalist firms, MEP Engineering firm Devita was recommended for the following reasons:

1. Devita provided the most comprehensive answers to the selection criteria questions and presented the complete team to tackle the specific challenges of this specialized project, including a HUB protege firm and a third-party cost estimator.
2. Devita's design team illustrated the most sensitivity to cost and schedule challenges and detailed the most thorough approach to risk mitigation in today's volatile market.
3. Devita demonstrated the most interest and excitement in sustainability, energy conservation, conditioning, and control issues specific to our Greenhouse. They presented ideas most aligned with the selection committee's vision for the project.

Based on the above information, Trustee Mona Edwards moved that the Board approve the Devita firm and authorize the administration to negotiate terms with the other two firms in ranking order if agreeable terms with Devita cannot be met. Following a second by Trustee George Hoyle, the Board voted unanimously to approve.

BOT – 3 Approval of Capital Improvement Project and Direct Selection of Designer for Bestway Condensation, Refrigeration, and Meat Room Repairs

AVC Kapileshwari reviewed the results of facility studies commissioned to evaluate humidity and condensation equipment deficiencies within the Bestway Marketplace located with the Shops at Spartan Village. The studies identified issues surrounding condensation, refrigeration, and corrective measures associated with proper meat preparation room construction.

As a result, a repair project in the amount of \$478,953 was recommended. The Board was asked to approve the project in that amount and, pursuant to delegated authority parameters, authorize direct selection of a designer based on requests for qualifications from three firms with specialized experience in marketplace equipment and design.

On motion by Trustee Linda Sloan, as seconded by Trustee Margaret Benjamin, the Board voted to approve the project and authorize the direct designer selection. The selected designer will be reported to the Finance and Administration Committee at the November 29, 2022 meeting.

BOT – 4 Request for Approval of Investment Policy Statement for Institutional Trust and Special Funds

The UNC Board of Governors delegated authority to the constituent institutions to manage institutional trust funds, provided that an institution seeking said authority satisfy certain criteria in demonstrating that it has the administrative, technical, financial, and support resources necessary to properly carry out the delegated authority. UNCG has performed a written comprehensive self-assessment establishing that it can meet those criteria, the Chancellor has certified that finding. An assessment team assembled and led by Vice Chancellor Shea, in consultation with the Vice Chancellor and General Counsel Blakemore, has reviewed the self-assessment and has recommended delegation.

Vice Chancellor Shea reviewed the results of the assessment as well as a proposed policy statement drafted to provide guidelines for the investment of the University's Institutional Trust (excluding, for example, research contracts, grants, and agency receipts) and Special Funds. The draft policy delegates management responsibility for the execution of this investment policy; establishes overall portfolio goals and objectives; identifies permitted investment securities/funds, and provides associated investment guidelines.

Following review and discussion, Trustee Ernest Grant moved that the board approve the policy statement as presented. Trustee George Hoyle seconded the motion, and the Board voted unanimously to approve.

Information Items

The following information items were included with the Board's pre-meeting materials and referenced during the meeting. There were no questions or comments about any of the items.

BOT – 5 Report on University Policy Concerning Employment of Related Persons

BOT – 6 University Investment Fund Update

BOT – 7 Annual Report on Property Acquired and/or Leased July 1, 2021 through June 30, 2022

Presentations

BOT – 8 Launch UNCG: A Forward-Thinking Vision for Translational Research & Innovation

Dr. David Wyrick, Professor of Public Health Education and Interim Director of Launch UNCG, updated the Board on how UNCG is leveraging its strengths around translational research to drive esports-related innovation in order to build new opportunities for faculty, staff, students, and the broader NC community. Dr. Wyrick reviewed curriculum and career developments within esports, including plans to establish UNCG as the first certified Unreal Engine training lab in North America; research and entrepreneurial activity such as the UNCG Network for the Cultural Study of Gaming and the UNCG Center for Athlete Well-Being; and tournaments and leagues.

The latter includes UNCG's involvement with the North Carolina Scholastic Esports Alliance. Through this partnership, UNCG will establish the nation's first statewide competitive esports league for NC public high schools and middle schools, working with industry partners to build out gaming and esports curricula for schools that participate in the league. The university will host state championships on campus and will also provide STEM-focused curriculum in esports areas such as production, coding, and broadcasting, which align with degree programs on campus. This will enable UNCG to provide complete gaming-integrated education and an esports talent development pipeline.

BOT – 9 University Communications Update

Richard Campbell, Vice Chancellor for Strategic Communications, provided the Board with updates on our recently launched content marketing strategy, college and school level marketing plans, news, events, and communications impacts.

University Communications (UC) has identified four areas of priority. They are driving student enrollment and retention, supporting the Light the Way Campaign through a culture of philanthropy; elevating brand awareness and value, and promoting the concept of shared place and fate as a means of nurturing the community. Campbell discussed UC's comprehensive marketing strategy, built around owned media, paid media, and earned media, and identified the division's three step marketing process: 1) pique curiosity by helping customers realize they have an issue, 2) enlightening customers on how UNCG can solve that issue and help improve their lives, and 3) ask for their commitment once they understand how the university can make that happen. Campbell also reviewed current marketing efforts, the strategic storytelling approach to those efforts, the various tools, resources, and mediums used to disseminate those stories, and recent media coverage highlights.

Transition to Closed Session

Oakley noted that the final agenda items required closed session discussion. She announced that the only items to be discussed in closed session were items BOT-10, 11, 12, and 13, and that the board would not vote on the items requiring action 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 establish the amount of compensation and other material terms of an employment contract or proposed employment contract, and to consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual employee.

Trustee Mona Edwards seconded the motion, and the board voted unanimously in favor.

General Account of Closed Session Discussion

Members Present: Betsy Oakley, Chair; Margaret Benjamin, Mae Douglas (attended remotely)²; Mona Edwards, Ernest Grant, George Hoyle, Elizabeth Phillips (attended remotely), Dean Priddy, Linda Sloan, Haz Mengesha

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

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BOT – 10 Faculty Personnel Report dated September 9, 2022

Provost Storrs reviewed with the Board a report of faculty personnel actions.

BOT – 11 Head Coach Contract Extensions

Athletics Director Brian Mackin reviewed three head coach contract extensions, recommended for approval by the Athletics Committee.

BOT – 12 Chancellor’s Biennial Review Update

Chair Oakley and Trustee Mona Edwards, who chaired the Board’s Chancellor’s Assessment Committee, updated the Board on the outcome of the Chancellor’s recent comprehensive review.

BOT – 13 Staff Personnel Reports

Staff personnel reports were provided as informational agenda items.

OPEN SESSION

Vote on Closed Session Items

BOT – 10 Faculty Personnel Report dated September 9, 2022

Chair Oakley invited a motion to approve the faculty personnel report dated September 9, 2022 as presented in agenda item BOT – 10. Trustee Hazael Mengesha made the motion, which was seconded by Trustee George Hoyle. The motion carried unanimously.

BOT – 11 Head Coach Contract Extensions

Chair Oakley invited a motion to approve the three head coach contract extensions as presented in agenda item BOT – 11. Trustee George Hoyle made the motion, which was seconded by Trustee Dean Priddy. The motion carried unanimously.

There being no further business, the meeting was adjourned.

Respectfully submitted,

Kelly Harris
Assistant Secretary to the Board of Trustees