



UNC GREENSBORO

Board of Trustees

Meeting of the Full
August 17, 2023
8:30 am

DRAFT MINUTES

Members Present: George Hoyle, Chair; Mae Douglas, Vice Chair; Linda Sloan, Secretary; Anita Bachmann, Margaret Benjamin, Oita Coleman; Ernest Grant, Dale Phipps; Dean Priddy, Tim Rice (attended remotely)¹

Members Absent with Notice: None

Others Present: Chancellor Frank Gilliam; Provost Debbie Storrs; Bob Shea, Vice Chancellor for Finance & Administration; Jerry Blakemore, Vice Chancellor for Institutional Integrity and General Counsel (attended remotely); Cathy Akens, Vice Chancellor for Student Affairs; Beth Fischer, Vice Chancellor for University Advancement; Donna Heath, Vice Chancellor for Information Technology; Tina McEntire, Vice Chancellor for Enrollment Management; Terri Shelton, Vice Chancellor for Research and Engagement; Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer; Brian Mackin, Director of Athletics; Kristen Bonatz, Deputy General Counsel; Waiyi Tse, Chief of Staff, 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 George Hoyle called the meeting to order at 8:33 am and welcomed two newly appointed trustees to their first full board meeting. Oita Coleman and Dale Phipps, both graduates of UNCG, were appointed by the Board of Governors to terms running July 1, 2023 through June 30, 2025. Coleman has more than thirty years of executive experience in the technology industry and currently serves as Senior Advisor to the Open Voice Network, the open-source community of the Linux Foundation, a non-profit technology consortium that provides a neutral, trusted hub for developers and organizations to code, manage, and scale open technology projects and ecosystems. In that role, she is responsible for development of the Foundation's privacy, security, and ethical use portfolio, and has led the research and development of voice-specific guidance for both the protection of individual and commercial user data privacy and security for consumer-facing enterprises worldwide. She is the former Vice President of Research and Development for Software Quality at SAS Institute with oversight of implementation of global processes, standards, and policies for software development life cycles that drove delivery of high-quality products and customer satisfaction. Coleman has been widely recognized and celebrated for her leadership and expertise.

¹ Pursuant to the "BOG Rule," Trustee Rice was not considered for quorum or voting purposes.

Her prior service to her alma mater includes membership on the College of Arts & Sciences Advancement Council, the *Light the Way* Campaign Steering Committee, and support for enrichment and faculty fellowship funds in the College.

Dale Phipps is former Senior Vice President at Laboratory Corporation of America (Labcorp) with over 35 years of experience as a key financial, internal audit, and risk management executive providing strong leadership to corporations, Fortune 500 boards, and audit committees to optimize business processes, including the establishment and maturation of financial reporting and internal control processes for large public companies. Phipps brings deep experience in risk assessment and mitigation including the establishment of governance structures resulting in significant financial returns and operational efficiencies and synergies, as well as strategic improvements in data and cyber security. He is also recognized for his ability to navigate financial requirements for global operations including establishment and optimization of financial governance processes for operations in Europe, Singapore, and China. At Labcorp, Phipps was responsible for the global internal audit operation including financial regulatory oversight and enterprise risk management, and successfully oversaw establishment and development of LabCorp's internal audit function. He was instrumental in leading risk management and control processes across the enterprise, resulting in significant financial and operational improvements.

Phipps' prior service to his alma mater includes membership on the Accounting and Finance Advisory Board at the Bryan School of Business and Economics, Excellence Foundation Board, and University Committee on Honorary Degrees, establishment of endowed scholarships for athletics, accounting, and creative writing, and named spaces in the School of Nursing and the Coleman Athletics Building.

Chancellor's Remarks

Chancellor Frank Gilliam gave a broad update on the state of the campus as the new academic year gets underway, sharing good news on multiple fronts. Research is up 30% year over year to \$68M. We had another record fundraising year (details shared later during the meeting), and we saw the recent opening of the School of Nursing's Minerva Mobile Health clinic, a partnership with Cone Health to offer free, accessible health care in rural and medically underserved communities while providing learning opportunities for nursing students. The clinic is funded by a four-year, \$3.7M grant from the US Health Resources and Services Administration.

In other good news, the campus housing occupancy rate exceeds 100%, and additional students are on a wait list. That is indicative of positive enrollment developments - First Time in College (FTIC) enrollment is currently up by 281 students over last year, which exceeds the goal set for the semester. Our new transfer goal is also currently up by 133 transfers compared to this time last year, and the readmittance rate goal will also be exceeded. As expected, continuing undergraduate and graduate enrollment is down due to smaller new class enrollment over the last several years. However, we do expect an increase in freshmen retention. Gilliam thanked the enrollment team and faculty and staff, who have embraced the idea that enrollment is everyone's job. Due to those efforts, new undergraduate student enrollment strides are being made - the enrollment team's work to improve recruitment, the campus visit experience, and outreach to former stop-out students is paying off.

The university also met new performance metrics with the exception of the four-year graduation rate, which was narrowly missed and one that the majority of System campuses missed as well. Although the System measures the four-year rate, it is of note that nationwide, schools generally look at the six-year graduation rate.

Legislative and Legal Updates

We anticipate having a legislative budget in September and are optimistic that funds will be appropriated for R&R, faculty and staff raises to help partially offset inflation, a faculty retirement incentive program for the five universities most impacted by the new funding model, our Esports program.

Gilliam reported that the recent US Supreme Court ruling in the Harvard and UNC Chapel Hill cases has no impact on admissions for the university, as UNCG does not consider race in undergraduate or graduate admissions. Federal Guidance in light of the decision was just released, and UNC System guidance is expected. General Counsel Jerry Blakemore will provide a briefing to the Board and to the campus community after that guidance is received and assessed.

Preview of Year Ahead

Gilliam outlined his vision for the upcoming year. In an environment of massive change in the higher education sector, it is imperative that the university take action to ensure its stability and sustainability for the next decade. He discussed the “One UNCG” concept - an open and collective effort to align resources with a strategy focusing on delivering the highest quality educational experience that meets both student and labor market demand. That will require investing in high impact knowledge production while reaffirming our historic commitment to community engagement.

Work has been underway in that regard, including that of the Task Force on Financial Sustainability, which studied university-wide opportunities to identify and implement fiscal innovations and costs savings on the administrative side. The Task Force took a data-driven approach, supported by rpk Group. A report on the Task Force’s findings is being finalized and will be shared with the Board.

The university is also engaging in an Academic Portfolio Review, which is a best practice that will help the university identify areas where we can 1) strengthen academic programming to build upon academic distinction and strengths; 2) achieve financial sustainability; 3) better align academic portfolio with student demand and workforce needs; and 4) enhance accessibility for and academic success of students. This work has started and will continue into the 2023-2024 academic year. Thus far, there have been over 100 engagements with the campus community in the past 18 months of different types and sizes, ranging from Campus Town Halls, Faculty and Staff Senate meetings, School/College/Divisional forums, open staff forums, roundtables, and “Open Space” dialogue, a new opportunity that allowed various campus stakeholders to participate in facilitated conversations about our collective future and to generate innovative and actionable ideas at all levels of the organization.

We are also undertaking early strategic investments, including the Bryan School's online investment to market and offer an online, seven-week undergraduate business degree to working adults. We have also invested in recruitment and retention of LatinX students, our fastest growing demographic, through bilingual admissions, financial aid, and advisors, as well as in programs such as CHANCE, a six-day summer program for LatinX rising high school juniors and seniors who participate in college prep and leadership skills development on campus. Funds are also being invested in international recruitment and to assist students at risk for dropping out due to financial reasons.

Gilliam also recognized alumna Susan Safran and announced the establishment of the Susan Morris Safran Distinguished Professorship in Nursing. An entrepreneur and former nurse, Safran serves as co-chair for the *Light the Way* Campaign and has been a committed volunteer and leader at the university for years. She was awarded the Order of the Long Leaf Pine, North Carolina's highest honor given by the Governor and presented to individuals who have a record of extraordinary service to North Carolina. In recognition of the difference excellent educators have made in her career, including many UNCG faculty who built the foundation of her nursing education, the professorship will be awarded to a faculty member who will teach, engage in scholarship, and provide community service to improve patient outcomes with a focus on the continuum of healthcare. Prior to this gift, and in addition to the Susan Morris Safran Scholarship in Nursing and an endowed program fund in support of the School of Nursing Veterans Access program, Safran and her family established the Safran Family Endowed Scholarship, a merit scholarship created as part of the Minerva Scholars Program to support a student from any field of study. Recipients of the scholarship are named Safran Family Scholars. Safran's continued support of the School of Nursing and the creation of this faculty professorship is a testament to her confidence in the leadership of School of Nursing Dean Debra Barksdale. Safran and her legacy will have a profound impact on the health and well-being of North Carolina's citizens for generations to come.

On behalf of the Board, Chair Hoyle joined Gilliam in thanking Safran for her continued and significant support for the university, the nursing program, our students, and our faculty and noted that the immediate and lasting impacts of your philanthropy will change lives.

Committee Reports

Reports were given from the Chairs of the standing Committees that met Tuesday August 15: Finance and Administration; Compliance, Audit, Risk Management and Legal, University Advancement, and Academic Affairs.

Open Session

Action Items

BOT – 1 Consent Agenda

- 1.1 Approval of Minutes – July 25, 2023
- 1.2 Approval of the Commissioning Agent Selection for the Jackson Library Addition and Renovation
- 1.3 Request for Delegation of Authority to the Chancellor for Approval of Non-Appropriated Capital Projects between \$100,000 and \$500,000

Hoyle 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, Hoyle invited a motion to approve the consent agenda. Trustee Grant made the motion, which was seconded by Trustee Phipps. The motion carried unanimously.

Discussion/Action Items

BOT – 2 Office of Institutional Integrity Overview and Trustee Roles & Responsibilities

Agenda item BOT – 2 was tabled until such time as outstanding Board appointments have been made.

BOT – 3 *Light the Way Campaign* Update

Beth Fischer, Vice Chancellor for University Advancement, gave an update on the status of the *Light the Way Campaign*. The Campaign is well on its way, having reached \$164M of the \$ 200M goal. She reported a record year for fundraising, with \$26.9M in total gifts and new commitments, a 41% increase in outright giving totaling \$22.6M, and a \$156% increase in giving by UNCG Alumni, totaling \$10.2M.

She also reported campaign progress by unit: Athletics, College of Arts and Sciences, and the School of Nursing all have reached their goal, while the Weatherspoon Art Museum and the School of Health and Human Services are just shy of reaching their goals.

The Campaign has had a significant impact to date, with establishment of 155 endowed scholarships, 8 endowed professorships, and the funding of 211 programs.

Transition to Closed Session

Hoyle noted that the final agenda items required closed session discussion and reminded trustees that the only items to be discussed during the closed session were agenda items BOT-4, 5, 6, and 7. He further noted that votes were required for BOT-4 and 5, but would not be taken until the board reconvened in open session. .

Motion to Enter Closed Session

Pursuant to Section 143-318.11(a)(1), (5), and (6) of the North Carolina Open Meetings Law, Hoyle moved to convene in closed session Section to prevent the disclosure of information that is privileged or confidential or not considered a public record within the meaning of Chapter 132 of the North Carolina General Statutes, establish the amount of compensation and other material terms of an employment contract, and to consider the qualifications, competence, performance, character, fitness, conditions of appointment of an individual employee.

Trustee Mae Douglas seconded the motion, which carried unanimously.

General Account of Closed Session Discussion

George Hoyle, Chair; Mae Douglas, Vice Chair; Linda Sloan, Secretary; Anita Bachmann, Margaret Benjamin, Oita Coleman; Ernest Grant, Dale Phipps; Dean Priddy, Tim Rice (attended remotely)

Others Present: Chancellor Frank Gilliam; Provost Debbie Storrs; Vice Chancellor Bob Shea; Kristen Bonatz, Deputy General Counsel; Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer; Brian Mackin, Director of Athletics (BOT – 4); Waiyi Tse, Chief of Staff; Kelly Harris, Assistant Secretary to the Board

BOT – 4 Athletics Personnel Matters

Athletics Director Brian Mackin reviewed two head coach contract extensions and a request for non-salary bonus compensation for Athletics staff.

BOT – 5 Faculty Personnel Report dated July 31, 2023

Provost Storrs reviewed a report of faculty personnel actions since the previous meeting of the Board.

BOT – 6 Staff Personnel Reports (Information Only)

In advance of the meeting, Board members were provided an informational report on staff personnel actions since the previous meeting of the Board. Chair Hoyle invited questions or comments about the report; there were none.

BOT – 7 EHRA Actions Report – February to June 2023 (Information Only)

In advance of the meeting, Board members were provided an informational report on EHRA actions since the previous meeting of the Board. Chair Hoyle invited questions or comments about the report; there were none.

The Board voted unanimously to return to open session.

OPEN SESSION

Vote on Closed Session Items

BOT – 4 Athletics Personnel Matters

Chair Hoyle invited a motion to approve the athletics personnel matters as presented in agenda item BOT – 4. Trustee Grant made the motion, which was seconded by Trustee Bachmann. The motion carried unanimously.

BOT – 5 Faculty Personnel Report dated July 31, 2023

Chair Hoyle invited a motion to approve the personnel report as presented in agenda item BOT – 5. Trustee Grant made the motion, which was seconded by Trustee Coleman. The motion carried unanimously.

There being no further business, the meeting was adjourned at 10:43 am.

Respectfully submitted,

A handwritten signature in cursive script that reads "Kelly Harris". The signature is written in black ink and is positioned above the typed name and title.

Kelly Harris
Assistant Secretary to the Board of Trustees