



UNC GREENSBORO

Board of Trustees

Meeting of the Full Board

April 11, 2024

8:30 am

Oakley Family Reception Room, UNCG Alumni House

DRAFT MINUTES

Members Present: George Hoyle, Chair; Mae Douglas, Vice Chair; Linda Sloan, Secretary; Anita Bachmann (participated remotely), Margaret Benjamin (participated remotely), David Brown, Oita Coleman, Ernest Grant, Dale Phipps, Dean Priddy, Tim Rice; Tim Sessions, Awa Mbai

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; Cathy Akens, Vice Chancellor for Student Affairs; 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; and other members of the faculty, staff, and general public.

Welcome, Conflict of Interest Statement, and Roll Call

Chair George Hoyle called the meeting to order at 8:33 am. He read the Conflict of Interest Statement; none were identified. Roll call was read, and a quorum was confirmed.

Chair's Remarks

Chair Hoyle recognized Dr. Terri Shelton, Vice Chancellor for Research and Engagement, and Dr. McRae "Mac" Banks, Dean of the Bryan School of Business and Economics, who are both retiring this academic year, noting that both have been instrumental in advancing the mission and success of the university during their tenure.

Dr. Shelton has been in her current role since 2009 and a member of the psychology faculty since 1995. During her leadership, external research funding reached record heights, and transformative community-based scholarship and activities have evolved and thrived. She also stepped in as interim Provost and served in that capacity for 18 months while simultaneously serving to her Vice Chancellor role. Her impact on UNCG and the surrounding community is immeasurable.

Dr. Banks has been at the Bryan School helm since 2011, leading to enrollment growth of nearly 50%, overseeing the launch of multiple nationally recognized degree programs, and establishing innovative student success, leadership, and professional development initiatives.

He also led the school to accreditation in both business and accounting by AACSB, the longest-standing and most recognized form of specialized accreditation an institution and its business programs can earn. Only 1% of business schools in the world have this dual accreditation, which signals that students are learning material most relevant to their fields of study and are poised at graduation to be effective leaders.

On behalf of the Board of Trustees, Hoyle thanked both Dr. Shelton and Dr. Banks for their exceptional commitment and dedication to the mission and excellence of UNCG.

Hoyle then remarked on the University's ongoing Academic Portfolio Review, noting the continued media coverage of colleges and universities across the country grappling with enrollment decline, budget deficits, and even financial exigency. All are looking at various significant cost-cutting measures, some are facing closure, and for some these efforts are too late. Fortunately, that is not the case at UNCG.

Recognizing the reality of the altered state of higher education and the need to act proactively, our leadership team began implementing measures as far back as four years ago to stay ahead of the curve and think about things differently. Chancellor Gilliam and his team have taken measured, thoughtful, data-driven, and strategic steps to keep UNCG sound and moving forward despite significant changes and challenges, and they have done so with meaningful transparency.

Acknowledging the difficulty that has accompanied the process, Hoyle stated that strong leadership requires difficult decisions, and also sets a standard, paving the way for others to follow. He noted that the UNC Board of Governors, at their upcoming meeting, will consider a proposal to implement regular campus-based program reviews across the System.

On behalf of the Board, Chair Hoyle affirmed the trustees' full and unwavering support for the Chancellor, Provost, and leadership team, and expressed appreciation for their foresight and steadfastness in charting a sound and successful path forward for UNCG.

Chancellor's Remarks

Chancellor Gilliam echoed Chair Hoyle's praise for Dr. Shelton and Dr. Banks, stating that both have been stalwart contributors to the university's success and will be missed.

Gilliam reported that the university is proceeding with implementation of the plans motivated by the APR and related analyses. Teach-out plans are well underway as the administration and academic units work to ensure that all students with declared majors can finish their degrees in that major. BS/BA programs have a sunset date of Spring 2028. Master's programs have a sunset date of May 2027. Doctoral programs will follow in May 2030.

Gilliam foreshadowed the strategic planning presentation on the meeting agenda, noting that the process will result in a plan that aligns with the System's own plan, funding model, and performance metrics, as well as enrollment trends. Leadership will continue to assess all academic and administrative functions and programs as we seek to strategically position UNCG relative to the new realities of the higher education sector. In doing so, UNCG will stay true to our values of inclusion, collaboration, and transparency as we move forward with our mission of providing the highest level of instruction and scholarship to the broadest array of students.

Achieving that vision will require a sharpening of focus in making strategic decisions about what kind of university UNCG will be in the coming decades, identifying academic strengths, and identifying areas of student and labor market demand. Other essential considerations as we look to the future include how we deliver our "product," the kind of curriculum that will support the strategy, and how and where to reduce costs and increase revenues.

Gilliam mentioned the progress with the Jackson Library expansion and the new foundation-funded *Humanities at Work* internship program, both to be discussed during the meeting. He concluded by thanking Director Jodi Pettazzoni and the many faculty and staff who prepared for and assisted with the SACSCOC accreditation reaffirmation visit, which demonstrated our collective excellence and resulted in a draft report with no recommendations from the accreditors.

Committee Reports

Finance and Administration Committee

Committee Chair Tim Rice gave the report from the April 9, 2024 meeting of the Finance and Administration Committee.

The Committee approved two new capital projects and a request to seek increased authorization for an existing project.

The first new capital project is a renovation of about 3,200 square feet of space at the Weatherspoon Art Museum to create the Center for Art and Human Understanding. Thanks to \$1.7M in donor funds, the Center will consist of a new reception area, collections storage, and a flexible object-study gallery that will be used by museum curators as well as faculty, students, and museum interns. It will provide ready access to the museum's internationally renowned collection of 6,500 works of art, dramatically increasing the collection's usefulness for academic & community engagement. The Center will also transform teaching with art, making the museum a greater asset for student success, and serve as a national model for its innovative programs and engagement with the greater community.

The Committee also considered and approved a request to seek increased authority from the Board of Governors at their May 2024 meeting for the Taylor Theatre Infrastructure Renovation project. Approved by the BOT in 2021, the project's primary focus is the replacement of obsolete mechanical, electrical, and plumbing infrastructure needed to support programming and minimal operational requirements. Construction bids for the project opened last December. The lowest bids exceeded the available budget and base bid design estimate by more than 35%. The request to increase authorization in the amount of \$4,000,000 addresses the anticipated shortfall needed to cure the most acute building deficiencies and enables a rebid as soon as possible, targeted for Summer 2024.

A second capital improvement project was approved in the amount of \$630,000 in carry forward dollars to renovate the existing building at 525 Tate Street. A modest renovation is required to support the relocation of two academic programs that will be displaced as the building at 842 Gate City Boulevard structure is cleared for the construction of the Jeanne Tannenbaum Center for Creative Practice (JTCCP). This new renovation project includes minimum construction to establish program zones, modification of utilities to accommodate the new uses, and creation of code-compliant accessible restrooms.

As approved by the Committee, these items will be considered by the full Board of Trustees at the April 11, 2024 meeting.

Vice Chancellor Bob Shea provided a preview of the proposed All Funds Budget for Fiscal Year 2025, which will be presented in full to the Board of Trustees at the April 11, 2024 meeting.

The meeting concluded with an update from the University Architect on the status of current design and construction projects.

Compliance, Audit, Risk Management, & Legal Committee (CARL)

Committee Chair Anita Bachmann gave the report from the April 9, 2024 meeting of the CARL Committee.

Chief of Police Eric Boyce reported that his Department has successfully received its second accreditation from the Commission on Accreditation for Law Enforcement Agencies, which is referred to as "CALEA" and is the gold standard in law enforcement accreditation. The Chief pointed out that the accreditation cycle is every four years and requires that the Department meet 483 standards addressing training, use of force, vehicle use, and personnel matters. The State of North Carolina is developing its own accreditation process, which is likely to reflect the CALEA standards. There are more than 500 police agencies in North Carolina. Only 72 are accredited. UNCG was the first UNC System Constituent Institution to become accredited. To date, 9 of the 17 campuses have this distinction.

Chair Bachmann emphasized that the accreditation is a voluntary endeavor that takes significant time and effort to acquire. She commended Chief Boyce and his team for taking the task on and continuing to set a standard of excellence for UNCG.

Chief Boyce also updated the Committee on implementation of “ZeroEyes,” which is a weapons detection platform that uses existing security cameras on campus to identify brandished weapons, enabling a strategic and tactical response from officers. Bachmann noted that this is a significant development in campus safety and another example of Chief Boyce’s strong leadership.

Vice Chancellor Donna Heath and Chief Information Security Office Casey Forrest updated the Committee on information technology services projects, including the status of the ITS fiscal year 2024-2029 strategic plan. Vice Chancellor Heath reported that the first three of the five plan priorities have been completed and that her team is on target to address the fifth priority this summer. The Committee will hear an update from VC Heath at a future meeting.

CISO Forrest updated the Committee on ITS cyber security efforts. He reported a 12-fold increase in “bad actor” activity in the month of February, such as malware and phishing attempts. While there is no definitive explanation for this increase, Forrest reported that it is likely an increased use of Artificial Intelligence and other technologies to leverage phishing attempts. He stated that March appears to have been more normal in terms of activity and that this could be due to the University’s efforts at enhanced multi-factor authentication, which now displays the application to which you are authenticating.

Additionally, UNCG participated in business email compromise simulation training with a variety of other groups, including the System Office, the North Carolina Joint Cybersecurity Task Force, the FBI, and the U.S. Secret Service.

The Committee also learned that the University's cyber liability insurance has been renewed, with the same coverage amounts but at a slightly reduced premium, due to the “above average controls” that UNC Greensboro has in place. Trustee Phipps noted during the meeting that the rate reduction reflects the insurer’s confidence in the University’s actions and efforts in putting these controls in place.

An informational update was provided on the status of the Quality Assurance Review of the University’s Internal Audit Department, which is in progress.

Athletics Committee

Committee Chair Ernest Grant gave the report of the April 9, 2024 meeting of the Athletics Committee.

The meeting began with remarks from Women’s Basketball team member Ayanna Khalfani, a graduate transfer from University of San Diego studying International Business with a concentration in Human Resources. A leading contributor to the team’s tremendous success this year, Ms. Khalfani discussed the holistic supportive culture of the program, which is built around the attributes of Trust, Unity, Service, and Gratitude. She hopes to continue her basketball career in Europe after she graduates.

Athletics Director Brian Mackin updated the committee on the status of spring sports, including men’s and women’s golf, baseball, softball, tennis, and cross country/track.

The Committee also had some discussion around the university’s sports betting policy and the success that third-party entity Spartans Unite is having with their NIL fundraising initiative.

The meeting concluded with a closed session discussion and open session approval of four head coach contract extensions. All are recommended by the Committee for approval of the full Board of Trustees.

OPEN SESSION

Consent Agenda

- BOT – 1 Consent Agenda
- 1.1 Approval of Minutes – February 22, 2024
 - 1.2 Items recommended by the Finance and Administration Committee:
 - Capital Project: Weatherspoon Art Museum Center for Art and Human Understanding
 - Increased Authority Request for the Taylor Theatre Infrastructure Renovation
 - Capital Project: 525 Tate Street Renovation

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

Presentation/Discussion Items:

BOT – 2 Humanities at Work

College of Arts and Sciences Associate Dean Maura Heyn was joined by Dr. Jennifer Feather and Dr. Heather Adams from the CAS faculty gave a presentation on Humanities at Work (H@W), a new foundation-funded Internship Program at UNCG. They were joined by students Wesley Britt and Katherine Wyrick.

H@W is a paid, year-long curriculum-rich internship program and educational experience at UNCG that will empower students to envision and articulate how a degree in the humanities can work for them, their future employers, and their communities. The program represents a shift from the model of one-person per site to a small team and project-based model, and is supported by an Internship Coordinator, Community Partners, an Advisory Board, and the university's Advancement division, Humanities Departments, and Career & Professional Development Office.

Approximately 250 students matriculate annually in the Humanities disciplines; the program goal is to place 650 interns over 5 years at 130 sites across the Greensboro community. Students participating in the program will also earn credit in their academic departments via a collaborative, Humanities-based curriculum that will accompany their field work experience. Goals include increasing student success and engagement; development students' critical capacities for navigating a range of professional and civic possibilities; demonstrating to diverse audiences the value of humanities skills and building strong community/university partnerships. Data also establishes that a paid, high-quality internship leads to a median starting salary that is \$20,000 higher than does an unpaid internship, so the benefits the students will receive from this grant will shape careers and change their trajectories.

Seniors Wesley Britt and Katherine Wyrick shared their experiences as Humanities students at UNCG and commented on the significant impact this new program will have for students who will participate.

BOT – 3 Jackson Library Design Development Update

In March 2022, the Board of Trustees approved the team of LS3P from Raleigh and Shepley Bulfinch from Durham as designers for the Jackson Library Renovation Project. LSP3 Architect Matt Takacs presented the guiding principles informing the project and outcomes of stakeholder engagement, while Kelly Karpinsky from Shepley Bulfinch shared design elements and schematics.

Over the course of approximately seven months, the design team met with Library staff, Facilities partners, faculty, staff, students, and University leadership to develop the goals and vision for the future of Jackson Library. The engagement, visioning, and programming process was designed to include a wide range of voices representative of the entire campus community. The Guiding Principles were established as a framework for decision-making and evaluating project outcomes as the project progresses.

The Guiding Principles are as follows:

- Create a welcoming and inclusive library environment that reflects the inspiring diversity of the UNC Greensboro community and fosters a sense of ownership and belonging.
- Leverage space and technology to foster innovation, promote interdisciplinary collaboration, and empower students of all academic levels to reach their highest potential.

- Provide a collection of library partners that collaboratively establishes student success criteria and provides the tools for students to succeed.
- Provide strong and diverse collections supporting the institution’s teaching, research, and learning needs.
- Develop an integrated services library model that establishes Jackson Library as the heart of campus and serves as a retention/recruitment vehicle for students and faculty.
- Leverage the library to deepen the connection between the UNC Greensboro campus, the Piedmont Triad, and the community beyond.

These principles inform the design development phase, which will be followed by construction documents and bidding. Two phases of construction will follow. Phase 1 will be the 1970s era west tower from February 2025 to approximately June 2026, Phase 2 will be the 1950s era east side, which is anticipated to run from September 2026 to November 2027.

Karpinsky presented primary needs and concept drivers identified through extensive campus engagement, the overall site plan, and exterior and interior schematics.

BOT – 4 University Strategic Planning Refresh

“Giant Steps,” UNCG’s Strategic Plan, was endorsed by the Board of Trustees in 2016 and envisioned as a guide for the university for five to ten years. Since that time, the higher education landscape has changed significantly, both nationally and for UNCG specifically.

Given the many successes of Giant Steps and in light of the current landscape, the Chancellor charged a Strategic Planning Advisory Committee to take on a strategic plan refresh. Members were selected from a large pool of nominees submitted by Deans and Chancellor’s Council and represent a wide range of skills, experiences, and constituencies. Chaired by Wade Maki, Chancellor’s Fellow for Strategic Planning and Principal Lecturer of Philosophy, the Committee will seek stakeholder input and campus feedback as it works over the next several months to fulfill its charge.

Maki reviewed the current Giant Steps plan and outlined the Committee’s goals of addressing headwinds and opportunities in the development of a refreshed plan in alignment with the System’s new performance-based funding model and metrics. In doing this work, the Committee will collaborate with EAB to focus on analysis and responsiveness to market conditions in lieu of simply revising the existing plan. They will conduct listening and learning sessions during the spring, prepare a draft over the summer, seek campus feedback and make revisions in the fall, and submit a final refreshed plan to the Chancellor in December.

Maki emphasized that the plan refresh will not impact or change the university's mission or vision, nor will it affect who UNCG is or what we do. The Committee's work will be guided by considerations around how to be the best version of ourselves, identifying potential areas of unmet need where UNCG can compete, and what a student centered, community engaged UNCG will look like in five years.

The Committee will host engagement opportunities in the coming weeks and will welcome direct input as their work progresses.

Action Item:

BOT – 5 All Funds Budget FY 2025

In September 2021 the Board of Governors directed all UNC System campuses to develop a comprehensive, all-funds budget for FY 2023 and annually thereafter, as a means of accounting for both General Fund (state appropriations and tuition) revenues and the Institutional Trust Funds (revenues from auxiliary enterprises, federal grants and contracts, donor funds, and student fees), which now comprise half of System revenues. The System and campuses collaborated to develop a common budget template and standard budgeting conventions for this annual all-funds budget requirement, which requires approval by the Board of Trustees.

Vice Chancellor for Finance and Administration Bob Shea presented the proposed All Funds Budget (AFB) for Fiscal Year 2025, which is intended to better align resources with System-wide and institution-specific strategic priorities, promote stewardship and financial sustainability, better understand the impact of discrete decisions on the broader financial picture, improve transparency and campus engagement, and strengthen the fiduciary responsibility of the Board of Trustees.

Components of the AFB include the General Fund, auxiliary and other trust funds, overhead receipts, and restricted trust funds. The UNC System mandates the exclusion of certain capital items and debt service items, endowments, foundations, loans, and agency funds.

Shea reviewed the FY24 AFB and contrasted it with the proposed FY25 version, which shows an increase in total revenues of \$5.475M. That increase is largely due to pass through funding from state appropriations designated for legislatively mandated salary percentage increases. Discussion was had around the impact of the Department of Education's FAFSA issues on projected tuition and fee revenues and UNCG's bond rating vs other System institutions. Shea noted that ratings correlate with the size of the institution and that UNCG's bond and debt profile is similar to UNC Charlotte, UNC Wilmington, and Appalachian State University, which are equivalent in terms of size.

Following discussion, Chair Hoyle invited a motion to approve the FY25 All Funds Budget as presented. Trustee Rice made the motion, which was seconded by Trustee Grant. The motion carried.

Information Items:

BOT – 6 Teach Out Plan

BOT – 7 Update Faculty Realignment Incentive Plan (FRIP)

BOT – 8 Update on Research and Engagement

Chair Hoyle referenced the three informational agenda items and the related information included in the meeting materials. There were no questions or comments about any of the items.

Transition to Closed Session

Chair Hoyle noted that the final agenda items before the board required closed session discussion. He reminded all that the only items to be discussed during the closed session were agenda items BOT-9, 10, and 11, and that votes on items BOT-9 and 10 would not take place until the board returned to open session. Hoyle also noted that the livestream of the meeting would remain active while the board convened in closed session.

Thereafter, Hoyle moved to convene in closed session pursuant to Section 143- 318.11(a)(1), (5), and (6) of the North Carolina Open Meetings Law 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; consider the amount of compensation and other material terms of an employment contract or proposed employment contract; and consider the qualifications, competence, performance, character, fitness, conditions of appointment or conditions of initial employment of an individual employee or prospective employee.

As seconded by Trustee Coleman, the motion carried.

General Account of Closed Session Discussion

Members Present: George Hoyle, Chair; Mae Douglas, Vice Chair; Linda Sloan, Secretary; David Brown, Oita Coleman, Ernest Grant, Dale Phipps, Dean Priddy, Tim Rice, Tim Sessions; Awa Mbai (BOT – 9 and 10).

Others Present: Chancellor Frank Gilliam; Provost Debbie Storrs; Bob Shea, Vice Chancellor for Finance & Administration; Waiyi Tse, Chief of Staff; Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer; Brian Mackin, Athletics Director (BOT – 9); Jerry Blakemore, Vice Chancellor for Institutional Integrity and General Counsel (BOT – 9 and 10); Kelly Harris, Assistant Secretary to the Board of Trustees (BOT – 9 and 10).

BOT – 9 Athletics Head Coach Contracts

As recommended by the Athletics Committee, AD Brian Mackin presented four head coach contracts for the Board's consideration.

BOT – 10 Faculty Personnel Report dated March 25, 2024

The Board considered a faculty personnel report dated March 25, 2024.

BOT – 11 Personnel Matter

The Board discussed a confidential personnel matter.

OPEN SESSION

Following return to open session, Chair Hoyle confirmed that discussion during the closed session was limited to agenda items BOT-9, 10, and 11.

Vote on Closed Session Items

BOT - 9 Athletics Head Coach Contracts

Chair Hoyle invited a motion to approve the head coach contracts presented in agenda item BOT – 9. Trustee Sloan made the motion, which was seconded by Trustee Phipps. The motion carried.

BOT – 10 Faculty Personnel Report dated March 25, 2024

Chair Hoyle invited a motion to approve the faculty personnel report presented in agenda item BOT- 10. Trustee Sloan made the motion, which was seconded by Trustee Coleman. The motion carried.

There being no further business, the meeting was adjourned at 11:08 am.

Respectfully submitted,

Kelly Harris
Assistant Secretary to the Board of Trustees