



# UNC GREENSBORO

Board of Trustees

**Meeting of the Full Board**

**February 6, 2025**

**8:30 am**

**Oakley Family Reception Room, UNCG Alumni House**

**MINUTES**

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**Members Present:** George Hoyle, Chair; Mae Douglas, Vice Chair; Linda Sloan, Secretary; Anita Bachmann, Margaret Benjamin, David Brown, Oita Coleman, Ernest Grant, Dale Phipps, Dean Priddy, Tim Sessoms, Amber Fairchild

**Members Absent with Notice:** Tim Rice

**Others Present:** Chancellor Frank Gilliam; Alan Boyette, Provost and Executive Vice Chancellor; Bob Shea, Vice Chancellor for Finance and Administration; Cathy Akens, Vice Chancellor for Student Affairs; Jerry Blakemore, Vice Chancellor for Institutional Integrity and General Counsel; Beth Fischer, Vice Chancellor for University Advancement; Donna Heath, Vice Chancellor for Information Technology; Andrea Hunter, Chancellor's Fellow for Campus Climate; Patricia Lynch, Interim Associate Vice Chancellor and Chief Human Resources Officer; Wade Maki, Chancellor's Fellow for Strategic Planning; Tina McEntire, Vice Chancellor for Enrollment Management; Sherine Obare, Vice Chancellor for Research and Engagement; 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 8:32 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 noted that while the higher education and political landscapes continue to change, the university itself is navigating much smoother waters than this time last year, when we were in the throes of the APR process, thanks to the proactivity of Chancellor Gilliam, who recognized that conditions compelled change and acted, ahead of the curve, and with the input of multiple stakeholder groups, including the Board of Trustees. Working with his talented leadership team, Gilliam made tough calls and worked to implement them. Thanks to that strong leadership, UNCG is on a sound and steady path, well positioned to be nimble and move forward in a strategic manner. Chancellor Gilliam and Wade Maki, Chancellor's Fellow for Strategic Planning, will share additional information on the path forward during the meeting.

Hoyle then recognized special guest and alumnus Marcus Johnson, who earned his bachelor's in business administration at UNCG in 1999. He is CEO of Johnson Automotive Group, one of the largest Black owned dealership groups in the United States, which was founded by his father.

Johnson also created *MJ on Purpose*, a nonprofit dedicated to providing leadership development, fostering entrepreneurship and community empowerment through philanthropy, and making an impact through giving and mentoring. Johnson is passionate about educational opportunity at outstanding schools such as UNCG that provide social mobility to a wide array of students.

Hoyle announced that Johnson has pledged a major gift that ensure that the Alumni House will remain a welcoming space and continue to be a center for all in the university community. His gift will also elevate the Bryan School of Business and Economics in multiple ways, including providing new funding which will accelerate business students' personal and professional development. This generous gift marks a significant milestone in alumni giving at UNCG. In recognition of this extraordinary generosity, the UNCG Alumni House will be named the *Marcus T. Johnson Alumni House* at a ceremony during homecoming weekend in October. Johnson will become the first person of color to have a building named in their honor on the UNCG campus. On behalf of the Board of Trustees, Hoyle thanked Johnson for his transformational gift and continued support for the university and our students.

### **Chancellor's Remarks**

Chancellor Gilliam joined Chair Hoyle in thanking Marcus Johnson, noting the historic significance of the gift, which illustrates that philanthropic efforts come from all communities, none of which should be overlooked. A role model for our students, his legacy will be long lasting and will illustrate the continuity of excellence that is important for them and for the institution.

Gilliam then updated the Board on several matters, beginning with the recent official opening of the Spartan CyberGuardian Academy, attended by trustees Benjamin and Phipps. Made possible by the \$1M grant from Google, the Academy will train some 870 community members and 174 businesses and non-profits from across sectors. He also reported that a successful community event was recently held at the University Residence to welcome new NC A&T Chancellor Jim Martin and celebrate the relationship between Greensboro's two strong research universities. Chair Hoyle and several trustees attended. The Gilliams also recently hosted a group of 40 student leaders from across campus at the Residence for a trivia night. This annual event is a great way for these dedicated students to enjoy time together and experience the Residence.

Gilliam gave a brief update on the searches for new deans for the Bryan School, College, and Joint School are progressing. He then introduced Juan Pleitez, our new Director of External Affairs. Pleitez has worked for former Speaker of the NC House Jon Hardister and has staffed key committees, including the House Committees on Higher Education and Appropriations on Education/Higher Education. We will rely on Pleitez's relationships with leadership in Raleigh to help us pursue projects that the university has prioritized.

UNCG's tuition and fee requests, including the School of Nursing's differential and special fee requests, are expected to be approved by the Board of Governors at the end of February along with legislative priorities. The System has asked for a pool of about \$30M for performance funding to distribute pro-rata among the universities based on performance metrics scores.

Once again, UNCG leads the system in performance rankings, which should correlate to \$2.5M if the System's request is funded. R&R for deferred maintenance projects are also System priorities. We have requested funding for several projects, including Jackson Library and the campus chilled water system. The System's priority list also includes funding to support the BRIGHT Institute, which the Board of Trustees approved in October. The funding will support battery research innovation and green energy harvesting technologies, work that capitalizes on our regional strengths and brings together academic institutions, industry partners, the community. Approval by the BOG is the first step; from there we will have to advocate with the legislature during the long session. Trustees will receive talking points for use if they happen to be in Raleigh or come across relevant legislators.

Gilliam then addressed the impact of the recent presidential executive orders directed at higher education and the university's efforts to be responsive. We are closely monitoring the directives and looking for guidance from the System Office. We will focus on what we can control, and we will be more intentional about our metrics, goals, and ROI. We will keep the BOT informed and there will be a full presentation on the system metrics in April.

Last year's focus on APR masked a number of steps taken to meet current and future challenges, including establishing the Task Force on Financial Sustainability to study and identify near- and long-term fiscal sustainability strategies. It also included the Faculty Retirement Incentive Program (FRIP), and implementing a dual approval salary actions process. There have also been a series of revisions to academic policies such as post-tenure review and teaching effectiveness, as approved by the BOT at the direction of the system office. These efforts are about managing resources and aligning them with goals and strategies to further our mission and vision. Our vision is to be the best public, regional, comprehensive university in the country, focusing on student success and social mobility, while also engaging in world class research and creative practice, and living true to our university's motto of service.

Our new Strategic Plan, *Forward Together*, is the blueprint to guide us in those efforts over the next five years. It includes ambitious but achievable and measurable goals and is centered on our priorities to serve our students and to foster research, scholarship, and creative practice to impact the world and improve the way we manage the university and deploy its resources. It offers key measurements that enable us to track progress towards goals. Strategic Planning Committee Chair Wade Maki will share highlights of the plan in his presentation and trustees will be the first to see the finalized revised plan.

In closing, Gilliam reported that he is guardedly optimistic about the future of the university. Given the uncertain state of our country and the world, it is difficult to find a stable through-line, but in relying on our outstanding faculty, staff, and students, he believes we are up to the challenge.

## **Committee Reports**

### Finance and Administration Committee

Trustee Oita Coleman served as acting chair of the February 4, 2025 Finance and Administration Committee meeting and gave the report of that meeting.

Following approval of meeting minutes, Vice Chancellor Shea introduced Chris Jasso as the new Chief of Police and shared that AVC Kapileshwari recently completed his MBA. VC Shea also gave a high-level overview of the six-year Capital Improvement Plan submitted to the System Office. Some of these projects were on the System priority list.

Kapileshwari then presented three action items for the Committee's consideration. All were approved and recommended for approval by the full Board of Trustees.

#### *FAC – 1 Selection of Designer - Chilled Water Infrastructure Phase 2*

Phase 1 of the project has been very successful. It's almost six months ahead of schedule and under budget, which allows us to increase the number of buildings being connected to the campus chilled water loop from five to seven. The scope of Phase 2 addresses the remaining identified chilled water infrastructure needs. This includes replacing an aging 750-ton chiller with a new 1500-ton chiller and supporting infrastructure. The new chiller and associated equipment will provide reliable chilled water production for the next 20-25 years. The total funding approved for this phase is \$5,726,250.

The UNC System website advertised the request for qualifications and letters of interest for engineering services for this project. Seven firms submitted letters of interest, none from Guilford County. The Designer Selection Committee reviewed the letters of interest and invited three firms to present their qualifications. Based on those interviews, the Selection Committee recommends RMF Engineering, which demonstrated the most specific chilled water infrastructure expertise and experience for similar utility projects. RMF demonstrated the highest level of creative thinking with its approach to strategic equipment use, maintenance standards, and sustainability. If agreeable terms cannot be met with RMF, the committee also recommends authorizing the administration to negotiate terms with the other two firms in ranking order.

#### *FAC – 2 Increase in Authorization Request for the Walker Parking Deck – Water Intrusion Repairs Project*

The Board of Governors delegated authority to the campus Boards of Trustees to approve capital improvement projects designed, constructed, and operated by non-general fund money, with a total project cost of \$750,000. The original scope of this project included correcting leaking storm drainage piping and providing a new mechanical conditioning system for the lobby. Additional scope is required to address the water intrusion and eliminate safety issues related to wet floors in the deck. Leaks are also occurring in the office area. The additional roof repair and replacement scope was not included in the original budget. An increased authorization of \$390,000 is needed to incorporate the additional scope, bringing the revised total project budget to \$710,000.

#### *FAC – 3 Acceptance of Completed Projects in Fiscal Year 2023-24*

The Committee also reviewed and accepted sixteen projects completed in fiscal year 2023-24.

## *Information Items*

VC Shea also updated the Committee on the transition status of the move from Cambridge Associates to Blackrock as OCIO. The transition is going well and is at the completion stage.

The Committee was provided additional agenda items as informational reports included in the pre-meeting materials. There were no questions or comments, and the meeting subsequently adjourned.

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

Committee Chair Anita Bachmann gave the report from the February 4, 2025, meeting of the CARL Committee.

### *Internal Audit Report*

Director of Internal Audit Katherine Skinner provided the Committee with a copy of the University's financial statement audit report for the year ended June 30, 2024, issued by the State Auditor's Office. Skinner noted that there were no findings and the State Auditor's Office indicated in its report that the University's financial statements are presented fairly in all material respects.

### *Enterprise Risk Management Update*

Assistant Vice Chancellor Zach Smith gave an update on the University's Enterprise Risk Management, or "ERM," program. He began his presentation with highlights of program initiatives, which include:

- Activation of a new ERM Committee composed of representatives from across the institution who will assist with evaluation and mitigation of risk.
- Establishment of an ERM framework that outlines the University's approach to managing risk, including delegation of responsibilities to risk owners.
- Continuing utilization of ERM software to streamline risk management processes.
- An ongoing partnership with the UNC System that enables the University to coordinate with the System Office and other institutions to evaluate risks that affect all institutions.

Smith also reviewed each of the University's top 5 risks for **2024**: 1) Enrollment, 2) Business Processes Sustainability, 3) Information Technology, 4) Recruitment and Retention of Faculty and Staff, and 5) Campus Health and Safety. He then reviewed the University's top 5 risks for **2025**, which are the same as 2024, but the ranking of the risks has changed. Most notably, information technology has risen to second on the list, mostly due to the evolution of artificial intelligence, and talent management has moved down the list to fifth as a result of effective risk mitigation efforts related to recruitment and retention of faculty and staff.

The UNC System's aggregated top risks from across the system for **2025** were also reviewed. They are cybersecurity, talent management, student retention, financial, public safety, mental health, facilities management, regulatory compliance, and business continuity.

## *Information Technology Services Update*

Associate Vice Chancellor Casey Forrest updated the Committee on Information Technology Services projects, phishing and malware activity, and the status of the annual information security awareness training for faculty and staff. He also reported that a third-party vendor has recently completed a Microsoft Copilot readiness assessment. Their report will provide guidance on best practices for protecting the University's infrastructure and systems from risks related to AI. In addition, ITS has developed an "AI Use Statement" that will be added to certain University policies to ensure that AI products adhere to policy and are thoroughly reviewed if they will have access to any non-public data.

## *Information Item*

Lastly, the Committee was provided with an informational update on the Internal Audit Quality Assurance and Improvement Program, which included program results and the University's internal auditors' annual attestations regarding their objectivity, independence, and ethics and professionalism.

## University Advancement Committee

Committee Chair Margaret Benjamin gave the report of the February 4, 2025 University Advancement Committee.

Vice Chancellor Beth Fischer provided a University Advancement update, sharing that the *Light the Way* Campaign has raised \$210.6M. We are \$12M shy of meeting our Access pillar goal. The Advancement team is continuing to work to reach that goal.

Fischer also announced that a new Associate Vice Chancellor of Development, David Mays, will start on March 17. Mays currently serves as Assistant Vice President for Development at The University of South Carolina. Prior to that he spent a decade at Oklahoma State University. He is a Wake Forest Grad and has a law degree from UNC – Chapel Hill.

Fischer also reported that she and several of her staff attended the Association of Governing Boards Conference in Washington, D.C. Accompanying them were Foundation Board Chair Brad Morton, Foundation Board Finance & Audit Committee Chair Lascel Webley, and former Foundation Board Chair Phaedra Grove. Fischer and Grove presented at the Conference on Transformative Growth of the Foundation Board. While in DC, the team hosted an area Alumni event and hosted a small group dinner for area donors.

Fischer concluded her report by sharing the fundraising fiscal year comparison report, noting that fundraising is up 20% year-over-year. Alumni fundraising is down 4%, a trend seen around higher education. University Advancement is on track to reach fiscal year fundraising goals.

Sam Wagner, Executive Director of Development for Major Gifts, provided a brief overview of the Development Officer Experience program which is designed to build relationships with donors who may have made annual gifts to UNCG and share the impact they can and do have on the University.

The Committee heard from Development Experience Officers Dorian Thompson and Emily Britt, who have raised nearly \$1.8M in total dollars for calendar year 2024 with 1,707 total gifts made.

Director of Advancement Communications Amy Newland and Senior Assistant Director of Advancement Digital Strategy Sam Logan provided details about *Believe in the G (BITG)*, the upcoming annual day of giving set for March 25 and 26. The goal is to raise \$1.2M with 1,500 donors, a 10% year-over-year increase. *Believe in the G* is an opportunity to empower small-dollar donors and bring the UNCG community together. The focus this year includes increasing alumni and employee participation, boosting donor engagement through text messaging, planning donation-driven events, and refreshing the *BITG* brand. Michael Watson, Senior Director of Development for Weatherspoon Art Museum, shared ways the Board of Trustees can engage in *BITG* as impact partners by creating match or challenge gifts. These gifts amplify the effect of each donation, help achieve specific fundraising goals and direct more funds to areas of individual importance.

The Committee then moved to closed session to discuss a donor naming proposal. After resuming open session, the Committee voted to move the proposal forward for the Board's consideration.

### Academic Affairs Committee

Committee Chair Dean Priddy gave the report of the February 4, 2025 Academic Affairs Committee meeting.

Provost Alan Boyette gave updates on the status of the dean searches (Bryan School, College of Arts & Sciences, and JSNN) and the outcome of the Faculty Retirement Incentive Program (FRIP).

### *Dean Searches*

Supported by international search firm Isaacson Miller, the Bryan School search is the furthest along in terms of progress. The Provost and Search Committee interviewed six semi-finalists in mid-January. Three have been selected for campus interviews. All are quite strong, employed in leadership roles at outstanding business schools. The goal is to make a final selection and negotiate an appointment in late February, with a negotiated start date by this summer.

Also working with Isaacson Miller, the Search Committee for the College has identified eight semi-finalists who will interview virtually in mid-February. From there, three to four will be brought to campus the first week of March. The eight semi-finalists are an impressive group; all reside at prominent universities. The plan is to make a final selection and negotiate an appointment by mid-March, with a negotiated start date by this summer.

The search in the Joint School is supported by the firm Witt-Kieffer. Provost Boyette and NCA&T Provost Tonya Smith-Jackson jointly appointed a Search Committee chaired by UNCG Graduate School Dean Greg Bell and the Dean of A&T's School of Engineering. After receiving the search committee's recommended list of semi-finalists, the provosts will select candidates for virtual interviews.

Depending on the outcome of those interviews, they will determine the number of finalists who will interview in Greensboro. The hope is to make a final selection and confirm an appointment on a timeframe that's not too far behind the College of Arts & Sciences search, also with a negotiated start date this summer.

### *FRIP*

The FRIP program was established by the Board of Governors to provide a retirement incentive for eligible tenured faculty members at UNCG and four other System campuses facing resource challenges linked to enrollment decline. The voluntary program is a management-directed initiative that provides eligible faculty a retirement incentive in the form of a one-time payment equal to base academic year salary. The deadline to commit our funds was December 31, 2024. UNCG ended up with 35 faculty participants representing all academic units with the exception of nursing, where all positions are in demand. The university received \$3.8M in incentive funding and added an additional \$340K to prevent underspending, for a gross one-time total FRIP cost to UNCG of \$4.14 million. Net of faculty replacement costs for those departments where the retiring faculty member had to be replaced to maintain our programming, we expect to see at least \$1.6 million in permanent budget savings. Actual savings will be higher due to the Provost's reduced position/salary allocations to the deans.

### *Enrollment Update*

Vice Chancellor Tina McEntire gave a brief update on enrollment numbers for the 24-25 academic year. More than 14,000 new first-year applications were submitted, which is 8.5% higher than last year. The number of new transfer applications as well as of admitted students are both up 9.5%. UNCG has developed new enrollment projections for 2025 through 2027 using extensive data collection/analysis and in collaboration with graduate departments. The projections indicate a decline of 1.2% in enrollment for 2025 and then a stabilization of enrollment for the following two years. A larger presentation on the projections and their impact on the budget will be presented at the April board meeting.

### *Update on Research and Engagement*

Vice Chancellor Sherine Obare gave an update on developments in research and engagement. We have had 199 submissions in the amount of \$130,808,544 in the first half of this fiscal year, relative to \$83,516,685 at the same time last year, an increase of 56%. Awards during the first half are \$40,899,615, which is an increase of 8% over last year. Obare also highlighted several awards supporting the community-engaged research happening at the university.

### *Candidates for Honorary Degrees*

The Academic Affairs Committee (AAC) convened in closed session to discuss two candidates for honorary degrees recommended by the university committee on honorary degrees. Following return to open session, the AAC voted to move both recommendations forward for consideration by the full board.

## Athletics Committee

Committee Chair Ernest Grant gave the report of the February 4, 2025 Athletics Committee meeting.

### *Fall Sports Update*

Athletics Director Brian Mackin reported that UNCG student athletes had a 3.43 overall Department GPA for the fall and a 95% Graduation Success Rate, both exceptional achievements. He also gave an overview of the Men's and Women's Basketball, Men's and Women's golf, Softball, and Baseball programs.

### *Spartan Club Update*

Mackin then reported that the five-year \$5M Scholarship Initiative goal is well on its way. At about the midpoint in those 5 years, we currently have \$2.9M committed from 63 donors. He also updated the Committee on multiple fundraising events planned for the spring including the Baseball First Pitch dinner, Spiro's Ball, and the Spartan Club Golf Classic. Mackin also mentioned the SoCon Basketball Conference Championships scheduled from March 6-10 in Asheville. The Spartan Club will be hosting pre- and post-game fan events throughout the weekend.

### *House v. NCAA Settlement Discussion*

Mackin then refreshed the group on the House v NCAA litigation and pending settlement, which has the NCAA paying \$2.8 billion in back pay to student-athletes who participated from 2016-24 and were not allowed to participate in NIL activities. Those student-athletes had until the end of January to opt in or out of the Settlement.

The NCAA will fund this payout by withholding revenue distribution to schools over 10 years. The impact to UNCG will be \$290K annually for 10 years.

Institutions will have to declare if they will opt in or out of the Settlement by March 1st. "Opting In" means that schools have access to revenue sharing opportunities, scholarship flexibility with roster limits, and overall increased institutional control of student-athlete benefits. Revenue share includes bringing NIL in house, which will permit institutions to pay student-athletes for NIL opportunities. It's also a positive for fundraising in that donors will be able to make tax-deductible gifts to NIL/revenue share. In addition, there will be more of a monitoring system in place for NIL earnings over \$600 from a third party (like a collective) where fair market value will be reviewed.

Vice Chancellor for Institutional Integrity and General Counsel Jerry Blakemore closed the presentation with some of the unresolved issues and legal ramifications of the settlement, which is already being challenged. There are conflicts between NCAA rules, conference policies, and state law, as well as concerns about Title IX. Additionally, there are significant tax and financial implications for student-athletes and the potential for them being classified as employees. Assuming final court approval on April 7<sup>th</sup>, implementation of the settlement will begin on July 1 of this year.

## OPEN SESSION

### *BOT – 1 Consent Agenda*

Hoyle reviewed the consent agenda at BOT – 1, consisting of approval of minutes from the November 19, 2024 special called meeting and the following items recommended by the Finance and Administration Committee:

- Approval of Designer Selection – Chilled Water Infrastructure Project Phase 2 (FAC – 1)
- Increased in Authorization Request: Walker Deck Water Intrusion Repair Project (FAC – 2)
- Acceptance of Completed Projects in Fiscal Year 2023-24 (FAC – 3)

There being no requests to remove any of the items, Chair Hoyle requested a motion to approve the consent agenda. Trustee Grant made the motion, which was seconded by Trustee Coleman. The motion carried unanimously.

### *BOT – 2 Chancellor Exception and Special Consideration Policy for First Time in College Applicants*

Joe Lee, Associate Vice Chancellor for Enrollment Management, presented a proposed policy addressing minimum requirements for first year students. UNC System Policy 700.1.1 on Minimum Eligibility Requirements for Undergraduate Admission and 700.1.1.1[R] require constituent institutions to develop a policy for evaluating applications from students who have not completed all UNC Minimum Course Requirements (MCR) and/or all UNC Minimum Eligibility Requirements (MER). The campus Board of Trustees must approve this policy. Regulation 700.1.1.1[R] also requires that our admissions policy define what materials applicants must submit to have a complete application for admission.

In keeping therewith, the university has created a new policy that meets these requirements and memorializes the practice used for evaluating applicants. Consistent with the UNC System’s minimum requirements, the proposed policy sets forth the minimum requirements for undergraduate admission consideration at UNC Greensboro. It also provides that to be admitted, any student not meeting the MCR or MER must be evaluated by an admissions committee consisting of UNCG faculty and must 1) demonstrate a minimum high school GPA of 2.0 or better and 2) be deemed by the responsible academic support provider to have a reasonable chance for academic success at UNC Greensboro, given available support services. The Office of Undergraduate Admissions is responsible for maintaining and implementing the new policy in compliance with the UNC System policies.

There are two types of exceptions under this policy. The first is Chancellor-granted exceptions to the minimum eligibility requirements (GPA and test scores), which are limited to 1% of the total admitted class or 75 students, whichever comes first. For Fall 24, UNCG did not have any of these exceptions. The second and more common type are minimum course requirement exceptions. The UNC System has a number of courses that are required to be part of an applicant’s high school curriculum in order to be admitted to any UNC System institution. There are many more requests for this type of exception, most often from out-of-state applicants who do not have the same high school requirements in their home states that North Carolinians do. For example, North Carolina requires four maths to graduate; many states do not.

Many applicants who seek exceptions on this basis have outstanding academic records otherwise. Since 2022, UNCG has utilized a faculty review committee to consider exceptions requests, taking into account the academic capabilities of these applicants and their academic backgrounds, so we were already implementing the practice required by System Policy 700.1.1. Exceptions granted under the policy will be reported annually to the board of trustees and to the System president.

Following discussion, Chair Hoyle invited a motion to approve the policy. Trustee Priddy made the motion, which was seconded by Trustee Bachmann. The motion carried.

### *BOT – 3 Strategic Plan Update*

Wade Maki, Chancellor’s Fellow for Strategic Planning presented an update on the Forward Together Strategic Plan.

In April 2024, Chancellor Gilliam charged a 22-member Strategic Plan Advisory Committee to update the 2017 “Giant Steps” plan. The Committee engaged in listening sessions from campus wide forums, small groups, and interested individuals (including Trustees). The strategic plan was also a topic of discussion at the Board of Trustees retreat in May 2024. The Committee also learned about national and local enrollment trends, reviewed other universities' plans, the UNC System’s strategic plan and performance metrics, the state funding model, and best practices during a session with EAB (which included Trustees), all of which informed the draft plan. In Fall 2024, drafts were shared with the Chancellor, Provost, deans, Trustees, and campus for additional feedback.

Thereafter, the Committee finalized the plan, "Forward Together," which provides aspirational and achievable goals for the university over the next five years and includes measurable goals to track progress. It is a living document which allows the campus to be nimble and flexible. It also aligns with the UNC system's strategic plan and incorporates the new funding model, metrics, and current realities impacting higher education. that we face.

Maki reviewed the three pillars of the plan, each of which has specific goals. All have a meta target for 2030.

Pillar One is “Ensure Student Success and Upward Mobility for Students from All Backgrounds.” The 2030 target is to achieve a 45% four-year and 65% six-year graduation rate. Specific goals are to enhance student well-being, foster best-in-class undergraduate degree attainment for students from all backgrounds, and prepare students for meaningful careers and lives.

Pillar Two is “Enhance Research Excellence and Creative Activity to Support Discovery and Societal Impact.” The 2030 target is to achieve R1 Carnegie classification and \$75M in research expenditures. Goals are to maintain and elevate overall research excellence, foster collaborative research and scholarship, address community and industry priorities through the arts, discovery, research, and creative scholarship, and to modernize graduate education.

Pillar Three is “Achieve Operational Excellence and Responsible Stewardship to Support our Mission.” The 2030 target is to achieve a strategic reinvestment fund worth 5% of the annual operating budget. Goals are to strengthen resource management and financial sustainability, adapt to achieve sustainable operations, retain and empower a productive and talented faculty and staff, elevate the university brand and reputation, and support a stabilized and data – informed enrollment model.

In 2030, we want UNCG to be the best regional public comprehensive in North Carolina, meeting and exceeding system metrics, with social mobility as our hallmark.

More than 60 Key Performing Indicators have been identified. The Chancellor and Provost have put together a KPI workgroup charged with reviewing and narrowing that list and connecting the KPIs with actual data sources we have or can develop. The KPIs will also include the system metrics: four- and six-year graduation rates, first year retention, average credits earned per year, first-time student debt at graduation, transfer student debt at graduation, undergraduate degree efficiency, education expenses per degree, and completer earnings ROI. This work is happening now, and the hope is to conclude very soon.

Maki shared data from a recent Board of Governors meeting establishing UNCG as number one in the System in performance metrics. Our composite performance score is 88.5%, well above most of our sister institutions. This correlates to roughly \$2.5M in performance funding.

Maki closed by pointing out that the new plan is ambitious, achievable, and has intentional measurements and accountability. It is aligned to where we are today, what our students need, what our external stakeholders expect, and what our system strategic plan is.

### **Information Items**

*BOT – 4 Report of Employment of Related Persons*

*BOT – 5 Update on Delegations of Authority from UNC System President to Chancellors*

Two informational reports were included with the trustees’ pre-meeting materials. There were no questions or comments about either item.

### **Transition to Closed Session**

Chair Hoyle announced that the final items on the agenda required discussion in closed session. He reminded the board that closed session discussion would be limited to agenda items BOT-6, 7, and 8, and that votes would not be taken until open session resumed.

Hoyle also advised members of the public viewing the meeting online that the livestream would remain active during the closed session and would resume after.

## **Motion to Enter Closed Session**

Chair Hoyle moved to convene in closed session pursuant to Section 143-318.11(a)(1), (2), 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,
- Prevent the premature disclosure of an honorary degree, scholarship, prize, or similar award, and
- Consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual public officer or employee or prospective public officer or employee.

As seconded by Trustee Grant, the motion carried unanimously. Closed session began at 10:49 am.

## **General Account of Closed Session Discussion**

**Members Present:** George Hoyle, Chair; Mae Douglas, Vice Chair; Linda Sloan, Secretary; Anita Bachmann, Margaret Benjamin, David Brown, Oita Coleman, Amber Fairchild, Ernest Grant, Dale Phipps, Dean Priddy, Tim Sessoms

**Others Present:** Chancellor Frank Gilliam, Provost Alan Boyette, Vice Chancellor Bob Shea, Vice Chancellor Beth Fischer (BOT – 6 and 7); Jerry Blakemore, Vice Chancellor for Institutional Integrity and General Counsel; Juliette Bianco, Director, Weatherspoon Art Museum (BOT – 6); Patricia Lynch, Interim Associate Vice Chancellor and Chief Human Resources Officer (BOT – 8); Waiyi Tse, Chief of Staff; Kelly Harris, Assistant Secretary to the Board of Trustees

### *BOT – 6 Donor Naming Proposal*

As recommended by the University Advancement Committee, Vice Chancellor Fischer presented a naming proposal for space in the Weatherspoon Art Museum.

### *BOT – 7 Candidates for Honorary Degrees*

Provost Alan Boyette presented two nominations for honorary degrees as recommended by the Academic Affairs Committee.

### *BOT – 8 Personnel Report dated January 17, 2025*

The Board received a personnel report consisting of recommendations for award of tenure and of emeritus status as well as informational personnel updates.

The closed session ended at 11:08 am.

## **OPEN SESSION**

Following resumption of open session, Chair Hoyle confirmed that discussion during the closed session was limited to agenda items BOT – 6, 7, and 8.

### **Vote on Closed Session Items**

#### *BOT – 6 Donor Naming Proposal*

Chair Hoyle invited a motion to approve the donor naming proposal presented in agenda item BOT – 6. Trustee Fairchild made the motion, which was seconded by Trustee Coleman. The motion carried unanimously.

#### *BOT – 7 Candidates for Honorary Degrees*

Chair Hoyle invited a motion to approve the recommendations for honorary degrees as presented in agenda item BOT – 7. Trustee Grant made the motion, which was seconded by Trustee Coleman. The motion carried unanimously.

#### *BOT – 8 Personnel Report dated January 17, 2025*

Chair Hoyle invited a motion to approve the personnel report presented in agenda item BOT – 8. Trustee Coleman made the motion, which was seconded by Trustee Phipps. The motion carried unanimously.

### **Adjourn**

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

Respectfully submitted,



Kelly Harris  
Assistant Secretary to the Board of Trustees