



UNC GREENSBORO

Board of Trustees

**Meeting of the Full Board
September 11, 2025**

DRAFT MINUTES

MEMBERS PRESENT: George Hoyle, Chair; Mae Douglas, Vice Chair; Linda Sloan, Secretary; Anita Bachmann, Margaret Benjamin, David Brown, Fox Brown, Oita Coleman, Dale Phipps, Matthew Rankin, Tim Rice, Tim Sessoms

MEMBERS ABSENT WITH NOTICE: Ernest Grant

OTHERS PRESENT: Chancellor Frank Gilliam; Dr. 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 Services; Diana Lawrence, Vice Chancellor for Strategic Communications; Patricia Lynch, Interim Associate Vice Chancellor and Chief Human Resources Officer; Brian Mackin, Director of Athletics; Wade Maki, Chancellor's Fellow for Strategic Planning; Tina McEntire, Vice Chancellor for Enrollment Management; Sherine Obare, Vice Chancellor for Research and Engagement; Juan Pleitez, Director of External Affairs; Waiyi Tse, Chief of Staff; Kelly Harris, Associate Chief of Staff and Assistant Secretary to the Board of Trustees, and other members of the faculty, staff, and general public.

Proceedings

Chair Hoyle called the meeting to order at 8:30 am and read the conflict-of-interest statement; none were identified. Roll call was read, and a quorum was confirmed.

Chair's Remarks

Chair Hoyle recognized and welcomed new trustees Matthew Rankin, who was appointed by House Speaker Hall, and ex officio member Joshua "Fox" Brown, SGA President. He then welcomed retired North Carolina Superior Court Judge Robbie Hassell, who administered the oath of office to Trustees Rankin and Brown.

Hoyle shared housing statistics as a precursor to Vice Chancellor McEntire's enrollment update on the meeting agenda. He reported that residence halls are full at 101% occupancy, which is 158 students ahead of last year, and there is a waitlist of 89 students who applied for housing after the application deadline. In addition, increased enrollment this fall has eliminated our cohort drag. Although the funding model and the current budget climate continue to be factors, on the whole, the university is in a strong position.

In closing, Hoyle acknowledged the 24th anniversary of the September 11 attacks, and stated that violence anywhere has no place, particularly not on a college campus.

Chancellor's Report

Chancellor Gilliam added his congratulations to Trustees Rankin and Brown and welcomed Diana Lawrence, new Vice Chancellor for Strategic Planning, to her first in-person meeting of the Board of Trustees. He then spoke about the university's momentum, the result of deliberate, intentional choices and steady leadership during challenging times, particularly during the Academic Portfolio Review, which may now be mandated for campuses by the legislature if a budget is passed. The UNC System Office has credited UNCG for "turning on the headlights" and confronting the headwinds facing higher education. That has been done while retaining our #1 position in the UNC System on performance metrics and without harming enrollment, thereby allowing us to move forward ahead of the curve. As an example, Gilliam highlighted the Chancellor's Transformative Research Grants initiative, a competitive process providing up to \$75k in seed funding for bold research proposals with potential to win major external support and deliver real-world benefits locally and globally.

Gilliam also discussed the upcoming end of the Light the Way campaign following a series of record-breaking fundraising years, the Library renovation project, progress with the Jeanne Tannenbaum Center for Creative Practice, and development of new academic programs aligned with student and workforce demands. In that regard, we are helping students develop soft skills applicable across sectors as well as skills that are more practically needed in the workforce.

UNCG continues to be #1 in the state for social and economic mobility, and we are focused on corporate and community engagement to capitalize on the city of Greensboro's momentum, which is expected to bring a population surge and more new business. Gilliam has joined Gate City Forum, a new CEO group staying current on local developments of consequence as Greensboro continues to grow and reinvent itself. The university also has a leadership presence with a variety of boards and employers, such as Bryan School Dean Joy Bhadury with the Piedmont Triad Partnership Board and with Jet Zero. Vice Chancellor Fischer is hiring a corporate and community engagement director, and we are aligning campus strategy around this.

Gilliam cautioned that we must remain fiscally and administratively disciplined and have a presence/voice in Raleigh, but signs are positive for the next few years. Additional details will be shared at the upcoming October 7th State of the Campus address.

Committee Reports

Compliance, Audit, Risk Management and Legal Affairs (CARL) Committee/Subcommittee on Equality Policy Certification

Chair Anita Bachmann gave the report of the August 20, 2025 CARL/Subcommittee on Equality Policy Certification meeting.

Director of Internal Audit Katherine Skinner provided the CARL Committee with a summary of two recent audits – a departmental expense and p-card audit and an employee eligibility and verification follow-up audit. She reviewed the scope, key findings, and recommendations for each audit. Skinner also presented highlights of internal audit activities for the fiscal year ended June 30, 2025.

Associate Vice Chancellor Casey Forrest and Chief Information Security Officer Damal Raval updated the Committee on Information Technology Services projects, including phishing and malware activity and network intrusion attempts. They also reported on several strategies and projects being implemented to enhance data sensitivity, network, and identity and access management protection, as well as AI-specific risk mitigation.

UNC Greensboro Compliance with System Equality Policy. Chancellor Gilliam provided an overview of decisive steps UNCG has taken to fully align with the policy, including, among other things:

- Streamlining roles and programs, updating curriculum to meet new System directives, revising policies and communications for compliance, and training campus leaders to ensure clarity and consistency.
- Completing a comprehensive review of general education and major specific curricula following the suspension of required DEI-related course credits.
- Conducting extensive updates to websites, strategic plans, and communications – archiving or revising content as needed.

The Chancellor noted that the actions taken, combined with robust training and communications efforts, reflect UNCG's ongoing commitment to meeting policy requirements while continuing to advance its mission of academic excellence, student opportunity, and community engagement.

General Counsel Jerry Blakemore reviewed a timeline of events related to the 2024 Equality Policy, which repealed the 2019 "Policy on Diversity and Inclusion within the University of North Carolina," noting the commitment to institutional neutrality required by the 2024 policy. He also provided a summary of the UNC System Legal Affairs Division guidance from 2024, and the US Attorney General's recently issued "Guidance for Recipients of Federal Funding Regarding Unlawful Discrimination," which is still under review by the System Office and campus General Counsels.

Speaking in his role as UNC System Faculty Assembly Chair, Chancellor's Fellow Wade Maki further discussed curriculum and program changes and eliminations, as well as the faculty perspective across the System. After providing a sampling of the kinds of actions that have been taken, he advised that he believes faculty and staff have made a good faith effort to quickly and fully comply in this evolving regulatory environment.

The Subcommittee expressed their agreement that the actions taken reflect UNCG's ongoing commitment to meeting policy requirements.

The meeting concluded with a closed session briefing from Chancellor Gilliam and Vice Chancellor Cathy Akens around personnel reorganizations that have been made to ensure compliance with the Equality Policy.

Following return to open session, the Subcommittee voted to accept the report.

Finance and Administration Committee

Chair Tim Rice gave the report of the September 9, 2025 Finance and Administration Committee meeting.

Associate Vice Chancellor Sameer Kapileshwari shared a high-level summary of the construction industry, focusing on the material and labor market outlook before presenting the following six action items for the Committee's consideration.

FAC – 1 Moore Building Renovation – CMR Selection. This project is a comprehensive, transformational renovation, including new plumbing, mechanical, electrical, sprinkler and fire alarm systems; roof and window replacement; and accessibility and site improvements to enhance the Moore Building's use and future sustainability. Blum Construction was selected as Construction Manager at Risk due to their strong preconstruction strategy, relevant renovation experience, and proactive risk management. If negotiations fail, the administration may proceed with the next-ranked firms.

FAC – 2 Campus Steam & Condensate Infrastructure – CMR Selection. The scope of this project is to replace and renew critical portions of the existing steam distribution system, which largely consists of piping over 50 years old. Balfour Beatty Construction was chosen for its expertise in campus infrastructure and logistics. If negotiations fail, the administration may proceed with the next-ranked firms.

FAC – 3 Taylor Theatre Renovation – Budget Increase Request. Due to unforeseen site conditions and fire curtain replacement needs, the Committee approved increasing the Taylor Theatre Renovation project budget from \$14.5M to \$14.8M and to present the matter for consideration by the Board of Governors at the October meeting.

FAC – 4 Spring Garden Apartments HVAC & Roof Replacement – Full Authority Request. Aging HVAC units and roof degradation for Spring Garden Apartments necessitate replacement of both. Work is planned for the summers of 2026 and 2027 to minimize disruption. The Committee approved moving forward with a request for full authority on a total project estimate of \$4,815,000 from the Board of Governors at the October meeting.

FAC – 5 North & South Spencer HVAC Replacement – New Capital Project. The Committee approved \$598,000 for advance planning of a new capital project to replace the HVAC system serving the North and South Spencer Residence Halls, which were constructed in 1904 and 1907, respectively, with an estimated total project cost of \$5.98M. Further details on scheduling and impact mitigation will be provided at a subsequent Committee meeting.

FAC – 6 High-Rise Roof Replacement – New Capital Project. The Committee also approved a new capital project to replace the roofs and perform safety upgrades for the Cone, Grogan, and Reynolds residence halls. The total cost of this project is \$1.575M, within the board of trustees delegated authority.

All were approved. A seventh action item, Coleman Concessions Alterations, was tabled due to updated scope projections falling below the threshold required for BOT approval.

The meeting concluded with brief updates on the Campus Transportation Master Plan, facilities design and construction projects, and an annual report on real property transactions.

University Advancement Committee

Chair Margaret Benjamin gave the report of the September 9, 2025 University Advancement Committee meeting.

Vice Chancellor Beth Fischer gave a fundraising update, reporting that \$241M has been raised toward the *Light the Way* Campaign, which closes on December 31st.

- The Campaign has added \$119M to the endowment, creating nearly 200 new endowed scholarships, 8 endowed professorships and more than 200 program funds.
- Fiscal Year 25 was record-breaking with a total of \$36.5M raised in gifts and commitments including 13 gifts of \$1 million or more. This is Advancement's fourth consecutive record fundraising year.
- Fiscal Year 26 is well underway with gifts and new commitments totaling \$10.8M, a 242.5% increase from this time last year.
- UNCG's endowment now stands at \$480 million—which is third in the UNC System and sixth in the state. The majority of endowment funds are restricted.

UNCG also hosted the UNC System Advancement Symposium in May, which featured several UNCG presenters, including welcome remarks by BOT Chair George Hoyle and a panel featuring Chancellor Gilliam and Chair Hoyle's wife Kathleen Kelly. Positive feedback was received from across the UNC System.

Alejandra Merheb, Executive Director of Alumni Engagement and Advancement Communications, previewed plans for Homecoming 2025, outlining a robust array of events including the Marcus T. Johnson Alumni House naming, Spartan Street Fest, Family Reunion on the Quad, Men's Soccer home game vs Wofford, annual Alumni Awards, and the beloved annual Bonfire.

Finally, Vice Chancellor Fischer shared information on the Advancement-hosted CASE Internship program, now in its fourth year. MPA student Mykaila Brown, a CASE summer intern, presented her capstone project on the donor experience officer (DXO) to development officer career path.

Academic Affairs Committee

Chair Mae Douglas gave the report of the September 9, 2025 Academic Affairs Committee meeting.

Provost Alan Boyette opened the meeting, introducing new deans and updating the Committee on reorganization within Academic Affairs.

Vice Provost Regina McCoy presented on student success, highlighting strong retention statistics for first time-in-college students. From fall 2024 to present, that retention rate has risen to an impressive 80%, which is especially noteworthy because of the composition of our student body: 50% are first generation students and 66% are Pell eligible students. This reflects the university's intentional, holistic approach to student success and well-being.

McCoy also discussed additional resources offered to students and shared that an impressive 60% of first-year students, including transfers, have been paired with mentors who provide peer-level individual support.

The Committee then heard a School of Nursing presentation on specialized training the School offers in postpartum hemorrhage interventions, an urgent priority in maternal care. This training has significantly increased students' knowledge, confidence, and clinical readiness to provide high quality care in response to one of the leading causes of preventable maternal mortality.

Vice Chancellor Sherine Obare highlighted several recent faculty research accomplishments, reporting that UNCG secured a total of \$60.3 million in grants and sponsored program funding in FY25. This represents the third consecutive year that our sponsored funding has exceeded \$60 million, even in the face of nationwide reductions in federal research support. Obare also updated the Committee on the awarding of three new patents to faculty in the science, technology, and healthcare sectors, several notable grants received by faculty, and the four research proposals selected from over 35 submissions to receive Chancellor's Initiative for Transformative Research grants.

Senior Vice Provost Randy Penfield presented the outcomes of the 2024-25 Faculty Workload Report, the first under a new System policy aimed at allowing the System, Board of Governors, and constituent institutions to see data from the individual, department, unit, and institutional level, thereby increasing accountability and planning. Institutional variation in reporting this year will allow the System to determine best practice for the next report. The Committee discussed the results of the report, the alignment of the results with mission, contextual factors that were important drivers of the results, and other factors that may lead to differences between the UNCG's results and those of other campuses. Following discussion, the Committee voted to accept the report.

Athletics Committee

Acting Chair Dale Phipps gave the report of the September 9, 2025 Athletics Committee meeting.

The Committee heard from Men's Golf Head Coach Terrance Stewart, one of the longest tenured and most successful coaches at UNCG. Athletics Director Brian Mackin heralded Coach Stewart as a great ambassador for the University and an invaluable asset to the program, who consistently garners support from our largest donors. In recognition of his success over 25 years and his contributions to UNCG, Coach Stewart will be inducted into the Athletics Hall of Fame on October 18th.

AD Mackin gave an update on Revenue Share. UNCG was one of the first Southern Conference schools to opt in. That choice allows us to pay our student-athletes NIL money, an expense borne by the school, primarily through cost-cutting measures and fundraising. With the guidance of a third-party consultant, AD Mackin, Executive Associate AD Jody Smith, General Counsel Jerry Blakemore, and Associate General Counsel Murphie Chappell have developed a strategy that prioritizes four sports: men's and women's basketball, soccer, and softball, each with a specific budget.

Using a template agreement as a starting point, and with head coaches out of the equation, AD Mackin is the primary conduit for contract discussions between the athlete's parents, agents, and lawyers, which often includes University legal counsel. Every contract is unique, and all are currently limited to one-year terms. Mackin reported that student athletes are provided with financial education, especially as it pertains to tax reporting. The Committee engaged in meaningful discussion around revenue share and will be apprised of developments as they occur.

Mackin then discussed the tremendous fundraising success for FY 2024-25 year, which was the best in athletics history, and reviewed UNCG student-athletes' academic accomplishments. For fiscal year 2024, the department had a 3.42 GPA and a 94% graduation rate. More than 80% of our student-athletes had a GPA higher than 3.0. Collectively, they completed nearly 1,700 community engagement and service hours throughout the academic year.

Action Items

BOT-1 Consent Agenda

- 1.1 Approval of Minutes – July 15, 2025
- 1.2 Items Recommended by Finance and Administration Committee
 - Moore Building Renovation Project - Approval of CMR Selection (FAC - 1)
 - Campus Steam & Condensate Infrastructure Improvements Project - Approval of CMR Selection (FAC - 2)
 - Taylor Theatre Infrastructure Renovation Project - Approval of Request to Board of Governors for Increase in Authority (FAC - 3)
 - Spring Garden Apartments HVAC and Roof Replacement Project - Request for Approval to Move Forward for Full Authority with Board of Governors (FAC - 4)
 - North and South Spencer Residence Halls HVAC Replacement - New Capital Project (FAC - 5)
 - Housing and Residence Life (HRL) High Rise Roof Replacement - New Capital Project (FAC - 6)
- 1.3 Item Recommended by Academic Affairs Committee
 - Faculty Workload Report (AAC – 5)

Chair 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. Trustee Sessoms made the motion, which was seconded by Trustee Coleman. The motion carried unanimously.

BOT – 2 Enrollment Growth through Pipeline Diversification

Tina McEntire, Vice Chancellor for Enrollment Management, gave a presentation on her unit's data-driven efforts around pipeline diversification and portfolio expansion since she arrived at UNCG in 2020. Those efforts have been focused not only around first-year classes, but also on transfer classes, bringing back stop-outs, and graduate recruitment. McEntire reviewed a seven-year history of enrollment outcomes, illustrating the success of long-term strategies in overcoming enrollment declines resulting from the enrollment cliff, cohort drag, and COVID. Specific strategies have included building relationships with high school freshmen, their parents, and school counselors; expanding outreach beyond North Carolina to Virginia, Georgia, Florida, and Maryland; combining scholarship strategy with need-based aid to maximize awards, centralizing marketing for graduate programs, joining direct admissions programs, and launching initiatives such as the Transfer Promise Program, Education at Work Partnership, and accelerated master's programs.

McEntire reported that fall 2025 enrollment has outpaced three years of projections, with 4,700 new undergraduate students (first-year, transfers, and readmits combined), which is the largest number since 2019. Graduate enrollment (doctoral, master's, and certificates) is also up 6.1%. All told, these numbers correlate to a 4.2% increase in student credit hours, which is the basis for state appropriations.

McEntire praised her leadership and her team for embracing a change mindset and developing systems driven by data analysis, as well as the campus departments for becoming enrollment-focused active partners.

Discussion was had around the impact of funding model changes for graduate enrollment, student success initiatives that have resulted in a significantly higher first-year retention rate of 80.1%, promotion of early course registration, and the process behind/corporate partners supporting the Education at Work program.

BOT – 3 Meeting the Needs of UNCG's Military-Affiliated Students

Vice Chancellor for Student Affairs Cathy Akens and Dr. Susan Letvak, Coordinator of the School of Nursing's Veterans Access Program, gave a presentation on the various supports for the 1,600+ military affiliated students at UNCG.

Vice Chancellor Akens gave an overview of the Office of Military Affiliated Services, the university's hub for this student population, which consists of active-duty service members, reservists, National Guard members, veterans, and their dependents. UNCG's enrollment numbers for these students is growing in light of the reputation the university has for supporting their unique needs. This is the result of collective efforts across campus from staff who provide direct support and services, academic colleagues who understand these students' needs, and the unique academic programs and services particularly tailored to them.

Dr. Letvak, School of Nursing professor and Navy veteran, discussed the Veterans Access Program (VAP). The VAP launched in 2014 with grant funding awarded by the Federal Health Resources and Services Administration, which recognized that military veterans were uniquely positioned to become nurses and help offset acute national nursing shortages. Now funded through donations and the School of Nursing, the Program offers a specialized plan of study and support for military veterans, active reservists, and active-duty commissioning students pursuing a Bachelor of Science in Nursing. Those that have military medical training can complete the five-semester program in as little as three semesters via online courses offerings and can use their benefits for continuing their education. VAP students go through a separate and distinct admissions process, so they do not take seats from non-military affiliated students applying to the School of Nursing. VAP faculty and staff have special expertise in military credit transfer approval and receive "Green Zone" training to better understand military culture. Those who are military veterans themselves serve as academic advisors to VAP students, who benefit from the camaraderie the program provides.

Over 225 nurses have graduated from the program in the last 10 years, with higher percentage licensure passing rates than their non-military affiliated School of Nursing peers. Dr. Letvak reported that following a 2024 visit to UNCG and several other UNC System Schools, Army Brigadier General Jamie Burke, the Army's highest-ranking nurse, reported to President Hans that "Every school of nursing in North Carolina and in the United States needs to have a program modeled exactly like (UNC) Greensboro's VAP." She shared the impactful stories of two VAP graduates.

Transition to Closed Session

Before transitioning to closed session, Chair Hoyle reminded members that closed session discussion would be limited to agenda items BOT – 4 and 5, and that votes would not be taken until the board reconvened in open session.

Motion to Enter Closed Session

Pursuant to North Carolina General Statute Section 143-318.11(a)(1) and (6), Chair Hoyle moved that the Board convene in closed session 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 and to consider the qualifications, competence, performance, character, fitness, conditions of appointment or conditions of initial employment of an individual employee or prospective employee.

Trustee Coleman seconded the motion, which carried unanimously.

Closed Session began at 11:02 am.

General Account of Closed Session Discussion

MEMBERS PRESENT: George Hoyle, Chair; Linda Sloan, Secretary; Margaret Benjamin, David Brown, Fox Brown, Oita Coleman, Mae Douglas, Dale Phipps, Matthew Rankin, Tim Rice, Tim Sessoms

OTHERS PRESENT: Chancellor Frank Gilliam; Dr. Alan Boyette, Provost and Executive Vice Chancellor; Bob Shea, Vice Chancellor for Finance and Administration; Patricia Lynch, Interim Associate Vice Chancellor and Chief Human Resources Officer, Jerry Blakemore, Vice Chancellor for Institutional Integrity and General Counsel (BOT – 4), Waiyi Tse, Chief of Staff (BOT – 4); Kelly Harris, Associate Chief of Staff and Assistant Secretary to the Board of Trustees.

Discussion Items

BOT – 4 Personnel Report dated August 25, 2025

Chair Hoyle invited questions or comments on the personnel report dated August 25, 2025 included with the trustees' pre-meeting materials. There were no questions or comments about the report.

BOT – 5 Personnel Matter

Chancellor Gilliam gave a personnel update and presented a non-salary compensation request for four Senior Academic and Administrative Officers (SAAO).

Following discussion, Chair Hoyle invited a motion to return to open session. Trustee Rice made the motion, which was seconded by Trustee Sessoms. The motion carried unanimously.

The closed session concluded at 11:18 am.

OPEN SESSION

Following return to open session, Chair Hoyle confirmed that closed session discussion was limited to agenda items BOT – 4 and 5.

BOT – 4 Personnel Report dated August 25, 2025

Chair Hoyle invited a motion to approve the personnel report dated August 25, 2025. Trustee Benjamin made the motion, which was seconded by Trustee Phipps. The motion carried unanimously.

BOT – 5 Personnel Matter

Chair Hoyle invited a motion to approve the non-salary compensation request presented in agenda item BOT – 5. Trustee Phipps made the motion, which was seconded by Trustee Rice. The motion carried unanimously.

There being no further business, the meeting was adjourned at 11:21 am.

Respectfully submitted,

Kelly Harris
Assistant Secretary to the Board of Trustees