

**NORTH CAROLINA CENTRAL UNIVERSITY
DURHAM, NORTH CAROLINA
BOARD OF TRUSTEES MEETING MINUTES**

MARCH 1, 2017

The NCCU Board of Trustees convened in the Emma Marable Conference Room in the William Jones Building on the campus of North Carolina Central University on March 1, 2017. Chairman Hamilton called the meeting to order at 9:00 a.m.

INVOCATION: Trustee Pope gave the invocation

ROLL CALL: Present: Mr. George Hamilton, Mr. John Barbee, Mrs. Karyn Wilkerson, Mr. Paul Pope, Mr. Darrell Allison, Mrs. Oita Coleman, Dr. John McCubbins, Dr. Kenneth Tindall, Ms. Alesha Holland, Mr. Harold Epps, Ms. Joan Higginbotham, Ms. Allyson Siegel (via telephone conference) and Mr. Michael Johnson (via telephone conference).

ADOPTION OF THE AGENDA: It was moved by Trustee Barbee and properly seconded by Trustee Pope that the agenda be adopted. The motion carried.

APPROVAL OF THE MINUTES: It was moved by Trustee Higginbotham and properly seconded by Trustee Pope to approve the minutes dated November 16, 2016, December 20, 2016, January 12, 2017 and January 31, 2017. The motion carried.

CHAIR'S REMARKS: Chairman Hamilton informed the Board, as Chair, it is his responsibility to remind all members of the Board of their duty under the State Government Ethics Act to avoid conflicts of interest and appearances of conflict of interest as required by this Act. Each member has received the agenda and related information for this Board of Trustees meeting. If any board member knows of any conflict of interest or appearance of conflict with respect to any matter coming before the board of trustees at this meeting, the conflict or appearance of conflict should be identified at this time. No conflict was presented.

REPORT OF THE CHANCELLOR: Interim Chancellor Johnson Akinleye presented the Chancellor's Report.

Since the last meeting in November, the NCCU community experienced the tremendous loss of our 11th Chancellor, Dr. Debra Saunders-White. The University community held a memorial service in her honor and continues to celebrate her accomplishments.

NCCU MEAC Champion football team played in the university's first bowl game; NCCU also secured a \$1.1 million TRIO grant; and presented degrees to 583 new eagle graduates in December, the largest winter commencement in NCCU history. Today we stand poised to propel this institution to new heights.

Before Chancellor Akinleye began with some of NCCU recent accolades and accomplishments, he thanked Dr. Carlton Wilson for accepting the appointment of Interim Provost and Vice Chancellor for Academic Affairs and Dr. Veronica Nwosu for serving in her new role as Interim Dean, Colleges of Arts and Sciences.

Earlier this month, the appointment of Dr. Audrey Beard as the new dean for the School of Education was announced. Chancellor Akinleye publically congratulated Dr. Beard and the school for leading the successful reaccreditation of the school by the National Council for Accreditation of teacher Education (NCATE). NCCU's School of Education met all standards for accreditation for beginning and advanced teacher preparation. The next accreditation evaluation will be scheduled for 2022.

North Carolina Central University received recognition for two (2) of its online programs – its collection of Bachelor's degree offerings and its Master of Educational Technology – in the latest college listings published by *U.S. News & World Report*.

NCCU ranked sixth in the State for its online bachelor's degree programs and fourth in the State for the online master's degree which trains teachers to use instructional technology to improve the education of students, including those with learning differences and disabilities. Special recognition is due to the Division of Extended Studies and the deans, department chairs and faculties of these top ranked programs.

Approximately seventeen (17) NCCU students competed in the United Way of the Greater Triangle's Idea Generation Next: College Edition in January. The pitch competition encourages and promotes college students to share ideas that address social issues of local communities. This past Friday, a recent NCCU graduate, Destiny Taylor was selected by a panel of judges comprised of community and business leaders selected as the first place winner for her idea of "The Tassel is Worth the Hassle" at the first Idea Generation Next – College Edition pitch competition. Her \$15,000 winning concept addresses the obstacles single mothers living in poverty face when completing their education by bringing GED preparation courses directly to the families.

STATE LEGISLATURE, BOARD OF GOVERNORS/WHITE HOUSE VISIT

NCCU will continue to watch the NC General Assembly closely as bills including the proposed repeal of House Bill 2 remains under discussion. We will take guidance from the UNC System regarding interpretation and implementation of any new legislation. The Board of Governors will meet later this week and Chancellor Akinleye will share any updates from those meetings after they conclude.

This past Monday, Chancellor Akinleye participated in a meeting sponsored by Thurgood Marshall College Fund (TMCf), the United Negro College Fund (UNCF) and the National Association for Equal Opportunity in Higher Education (NAFEO) that brought together 100 HBCU Chancellors and Presidents at the White House. The day-long discussions were fruitful and very productive during which conversations about the numerous priorities uniquely faced by these institution types. President Trump signed an Executive Order to Promote Excellence and Innovation at Historically Black Colleges and Universities.

GUEST SPEAKERS/SPECIAL PROGRAMS ON CAMPUS

NCCU continues to enhance the intellectual climate of the university through a variety of lectures sponsored by our colleges and schools. Dr. Freeman Hrabowski, President of The University of Maryland, Baltimore County and Dr. Cornell West spoke to our campus as part of the Rock the Mic Series in January and February. NCCU will welcome Ilyasah Shabazz, daughter of Malcolm X tonight who will close out the series. These important dialogues continue to provide NCCU students, faculty and staff with direct access to prominent, nationally and internationally recognized thought-leaders.

Additionally, NCCU's School of Law hosted the second installment of a three-part town hall-style meeting on policy and community relations last Wednesday. This dialog was an interactive and virtual discussion that was hosted with six other UNC campuses.

LIGHT RAIL TRANSIT PROJECT

In late December, the Federal Transit Administration has officially approved adding a station at NCCU as part of the Durham-Orange Light Rail Transit Project. The FTS's action, known as the Amended Record of Decision, follows a Supplemental Environmental Assessment and 30-day public comment period on the proposed extension. On February 6th, NCCU as part of a bus tour hosted by GoTriangle that stopped at all the proposed transit stops. Congressmen G.K. Butterfield and David Price were both part of the tour that ended at the anticipated location for NCCU, near the corner of Lawson Street and Alston Avenue.

NEW STUDENT CENTER

NCCU continues to move forward with the planning of the New Student Center. Designers O'Brien/Atkins, Duda/Pain Architects and MHTN Architects joined us as we hosted a kickoff for this important project. Three key diverse constituent groups that will play a large and impactful role in moving this project forward toward a completion date that is currently anticipated for 2021 were also in attendance. The Steering Committee, Working Group and Advisors to the Working group, each of these individuals are influential stakeholders in helping to make this initiative a success --- from our student leaders, trustees, administrators, faculty, staff and to our alumni and community partners.

FAB LAB/BRITE/OTHER PARTNERSIPS

The NCCU Fabrication Laboratory, or Fab Lab, opened in April 2015 and has developed into a resource to foster innovation and creativity among faculty, students and the community. Next week, students from the Josephine Dobbs Clement Early College High School will compete in a statewide robotics contest. NCCU undergrad and graduate students are using the Fab Lab for their Capstone projects and faculty are including the capability of the lab in applications for grant funding. On February 2nd, the FAB Lab co-sponsored an outreach event with the Research Institutes, the School of Library Sciences and the College of Arts and Sciences. Sixty-five middle and high school students from Wake and Durham counties visited the university to learn about careers and opportunities in the STEAM disciplines.

The NCCU-Duke Partnership is building capacity in the Clinical and Translational Sciences for both Universities. The program is establishing joint leadership and infrastructure to enrich the clinical and translational science environment in Durham with a focus on workforce development, community engagement, and multi-disciplinary team science and innovation. Progress is underway to enhance curriculum at both universities by adding clinical research training for NCCU's students and drug discovery training for Duke Learners.

Additionally, NCCU's Bio-Manufacturing Research Institute and Technology Enterprise are working with the University of North Carolina at Chapel Hill, School of Pharmacy to upgrade and enhance the offerings and curricula in pharmaceutical sciences. Under consideration are joint certificate programs, a professional Pharmaceutical Sciences Master's degree program and an opportunity for NCCU graduate students to enter the Ph.D. program at the School of Pharmacy.

BRITE is an educational partner and collaborator with NC BIOIMPACT, a public/private partnership that brings together resources from the life science industry,

the NC Biosciences Organization, and the NC Biotechnology Center with the UNC System and the Community College System. Last November NCCU signed a Memorandum of Understanding with Ningxia Medical University in China. This agreement provides for faculty and student exchange programs and will initially be limited to the Departments of Pharmaceutical Sciences and Nursing.

ATHLETICS

The Athletics Department and student-athletes continue to earn great wins in the spring sports programs, as well as carry strong GPAs. Seven members of our baseball team have a perfect 4.0 GPA. Yesterday you heard from Coach LeVelle Moton. As you know our men's basketball team was named regular season champion and NCCU's women's and men's teams will play in the MEAC Tournament beginning on March 6th in Norfolk, Virginia. NCCU men will enter the tournament as the No. 1 Seed.

STUDENT HIGHLIGHTS

Chancellor Akinleye recognized Mr. Antonio White, a junior, Pharmaceutical Science major. Mr. White serves as President of the new Student Chapter of Habitat for Humanity at NCCU which was launched in January. NCCU has a strong relationship with Durham Habitat for Humanity. Over the past several years, the university has built six homes in the Durham community, which is called the Eagle Habit Community. These residences have directly benefitted members of the local community while allowing our students to engage in meaningful service. NCCU formally recognized this new initiative that will continue to model our motto of "Truth and Service" through the ingenuity of our students and Mr. White's leadership. Mr. White not only shared his NCCU experiences with the Board, but that of the Student Chapter of Habitat for Humanity at NCCU. Following Mr. White's remarks he presented to Chairman Hamilton and Chancellor Akinleye NCCU Student Chapter of Habitat for Humanity hardhats.

Chancellor Akinleye thanked Mr. White for his leadership. Our students understand the value of service and leadership – giving of themselves to something bigger than themselves.

Chairman Hamilton also thanked Interim Chancellor Akinleye for presenting the Chancellor's report.

COMMITTEE REPORTS

ACADEMIC AND STUDENT AFFAIRS

Trustee Tindall presented the Academic and Student Affairs Committee Report. There was one (1) action item and several informational items:

ACADEMIC AFFAIRS

Interim Provost and Vice Chancellor Carlton Wilson provided Academic Affairs updates highlighting the following:

- The School of Library and Information Sciences was granted continued accreditation status from the Commission on Accreditation of the American Library Association for the next seven years.
- The Master of Social Work Program recently completed the reaffirmation site visit for continued accreditation in the Council on Social Work Education.

Interim Provost and Vice Chancellor Wilson next recognized Dr. Monica Leach, Sr. Associate Vice Chancellor for Enrollment Management and Academic Affairs. Highlights of her presentation entitled Enrollment Projections Planning included the following:

- Three year Enrollment Outlook
- Strategic Paths to Growth
- First-time Freshmen Scenarios
- Distance Education Scenarios
- Online Degree Enrollment Strategy
- New Online Degree Programs
- Graduate Enrollment Scenarios (excluding Law School)
- Transfer Scenarios
- Institutional Enrollment Scenarios
- Planning for Growth

STUDENT AFFAIRS

Interim Vice Chancellor for Student Affairs Gary Brown presented the Strategic Housing Plan. Highlights from his presentation are as follows:

- Housing Committee Overview
 - Committee Recommendations

- Rationale
- Housing Projections Fall 2017
- Short-term strategies to maximize Housing
- Long-term strategies to maximize Housing
- Rental Rates
- Transfers and Cash Balances

Next, Vice Chancellor for Administration and Finance Benjamin Durant recognized Mr. Wilson Jones, Project Manager for Brailsford & Dunlavey, who presented the Strategic Housing Plan Summary of Findings which consisted of:

- Planning Process
- Vision and Key Findings
- Analysis and Implementation
- Next Steps

Interim Vice Chancellor for Student Affairs Gary Brown next presented the revised On-Campus Residency Requirement Policy. This policy no longer requires sophomores to live in NCCU residence halls. A student, however, may receive an exemption to the On-Campus Residency Requirement in certain limited circumstances.

It was moved by Trustee Tindall and properly seconded by Trustee Higginbotham that the NCCU Board of Trustees approve the revised On-Campus Residency Requirement Policy. The motion carried.

ADVANCEMENT, ATHLETICS AND EXTERNAL AFFAIRS COMMITTEE

Trustee Barbee presented the Advancement, Athletics and External Affairs Committee Report. There were several items for information.

ATHLETICS

Dr. Ingrid Wicker-McCree, Athletic Director recognized Mr. Derrick Magee, Associate Athletics Director for Finance. Highlights of his presentation included:

- Athletics Budget 2017-18 to 2020-21
 - Guiding Principles
 - Revenue highlights

- Expenditures Highlights
- Academic Highlights

Dr. Wicker-McCree next recognized Head Basketball Coach LeVelle Moton. His leadership style, energy and enthusiasm have raised the level of everyone associated with this program.

Coach Moton shared highlights of this year's basketball season. While the travel and schedule has been rigorous, he is extremely proud of his team whose performance on the court and in the classroom has been very rewarding and successful. While the season did not end with a win the NCCU Basketball team is ready to bring the victory home at the upcoming MEAC Tournament next week in Norfolk.

ADVANCEMENT

Dr. Harriet F. Davis, Vice Chancellor for Institutional Advancement, shared information regarding the next steps to prepare for a capital fundraising campaign. She indicated that the Division will take a phased approach in implementing the recommendations provided from Marts & Lundy.

Dr. Davis presented three (3) implementation goals for Phase I of Capital Campaign Readiness, as follows:

- Re-alignment of Institutional Advancement;
- Strengthen Systems to Support Fundraising Initiatives; and
- Expand Involvement in Relationship Building among University Stakeholders.

To realign the Division of Institutional Advancement, the following steps will be implemented:

- Develop a unified strategic model that supports the university's fundraising priorities;
- Align all major and annual giving positions under Institutional Advancement (new and existing); and
- Organize fundraising organizations in alignment with and support of the University's fundraising policies.

In an effort to strengthen systems to support fundraising initiatives, the Division will:

- Identify duplication of services and make recommendations for shared or improved systems;

- Connect University systems with a goal of streamlining and enhancing communications; and
- Link units with connective and/or overlapping functions, personnel and applications.

Finally, Dr. Davis shared the following plans to expand involvement in relationship building among University stakeholders:

- Communicate requisite expectations of each stakeholder groups to aid Advancement with strengthening and building new donor relationships; and
- Implement a plan to incorporate stakeholders in the cultivation and stewardship of prospects and donors.

AUDIT, FINANCE AND FACILITIES COMMITTEE

Trustee Epps presented the Audit, Finance and Facilities Report. There was one (1) action item and several information items.

Associate Vice Chancellor for Facilities Jonathan Peeler presented the Baynes Residence Hall Renovations Project. The request is for the approval of an increase of \$9.05 million for a total project budget of \$12.2 million.

It was moved by Trustee Epps and properly seconded by Trustee Pope that the NCCU Board of Trustees approve an increase of \$9.05 million for the Baynes Residence Hall Renovations Project. The motion carried.

AUDIT

Internal Auditor, Robert Gaines provided a brief update of University Audits. Highlights of his presentation included:

- Unplanned Internal Audit Activities
- Planned Internal Audit Activities

FINANCE AND FACILITIES

Vice Chancellor for Administration and Finance Benjamin Durant presented his report which included the following:

- Information on the general fund budget and changes to the base budget since July 2016. Changes to the budget included funding received from tuition increases, merit and across the board increases from the state of NC, additional funding for the President’s Strategic Initiatives and several other one-time adjustments. Currently the general fund budget is \$134.8 million.
- Through December 31, 2016, the University has expended less than 50% of the budgeted expenditures. It was noted that additional expenditures for summer school, financial aid and land purchases will occur during the 3rd and 4th quarters of the fiscal year.
- Financial information was provided and reviewed for the University Auxiliary units. Through December 31, 2016, the University has collected revenue of \$36 million and expended \$17.9 million. The year-end estimate of revenues and expenditures projects the fund balance will increase by \$2.6 million to \$21.3 million.
- It was also shared that the University has received a ‘clean’ audit from the State of North Carolina and that we are currently at 57 days cash on hand.

Associate Vice Chancellor, Jonathan Peeler, shared an update on the timelines for both the New School of Business and the New Student Center. To date, both projects are progressing as outlined by the timeline.

It was noted that a recommendation from the University to the Board of Trustees on the Construction Manager at Risk selection for the New Student Center is forthcoming.

ENDOWMENT FUND

Chairman Hamilton presented The Board of Trustees of the Endowment Fund Report. There were two (2) informational items.

Chairman Hamilton recognized Mr. Charles Curry, Executive Vice President, Co-Chief Investment Officer, Fixed Income, Portfolio Manager, Ms. Sumali Sanyal, Executive Vice President, Chief Operating Officer, Portfolio Manager, and Ms. Clarissa Parker, Vice President Investor Services, from Piedmont Investment Advisors, LLC.

Ms. Sanyal gave a detailed overview of the investment performance of the endowed professorships. The portfolio is invested in Growth & Income and Strategic Core products. These two products complement each other; Growth & Income is a lower volatility product, while Strategic Core is a more opportunistic product. The Piedmont Investment Fund’s first half of fiscal year 2017 return was 7.66%.

Next Chairman Hamilton recognized Mr. Jonathon King, President from UNC Management Company, Inc. who presented a detailed overview of the investment performance by the UNC Investment Fund, LLC. UNC Investment Fund's first half of fiscal year 2017 recorded an investment return of 5.8%. This is strong on a relative basis, outperforming global and domestic equity market indices. The Fund's returns for the 3-, 5- and 10- year periods rank in the top quartile relative to peers. After a weak FY 2016, UNC Investment Fund is off to a strong start in FY 2017. Despite the challenging investment environment, we remain focused on achieving the Fund's long-term investment return objectives. UNC Investment Fund continues to seek opportunities to enhance the Fund's return potential while maintaining a disciplined approach toward portfolio risk.

GOVERNANCE COMMITTEE

The Governance Committee had one (1) action item and several informational items.

The Governance Committee heard a presentation from Attorney Hope Tyehimba regarding a revision to the NCCU By-Laws, Appendix 1 – Section 1.4.1 -- Chancellor Search. This change conforms to the UNC Policy Manual – Policy on Chancellor Searches adopted by the Board of Governors on April 10, 2015.

It was moved by Trustee Wilkerson and properly seconded by Trustee Coleman that the NCCU Board of Trustees approve the revisions to the NCCU By-Laws, Appendix 1, Section 1.4.1—Chancellor Search. The motion carried.

Next, Trustee Wilkerson shared with the Board of Trustees a brief overview of the Board of Trustees role and responsibilities. Specifically:

- Sustain and advance the institution's mission, traditions, values and reputation;
- Demonstrate functional understanding of the difference between oversight and management – that is, between the roles of the board and the administration;
- Learn how the institution functions – its uniqueness, strengths, needs, finances, educational programs, and its place in higher education; and
- Regularly attend meetings of the board, well informed and prepared in advance.

A well organized board orientation program can ensure effective board and individual performance, smooth transition of new members onto the board and introduce members to their fiduciary responsibilities and to the culture and business of higher education. An

orientation program familiarizes new trustees with the institution's strengths, challenges, needs and priorities.

Trustee Wilkerson also provided an update regarding pending legislation at the NC General Assembly as it relates to Board of Trustees and Board of Governors appointments.

Next Trustee Wilkerson reminded the Trustees that the Governance Committee serves as the Nominating Committee for the Board of Trustees. At the April Board meeting the Governance Committee will present a recommended slate of nominees for officers for the 2017-2018 term. The Board will vote on the slate of officers at the June meeting.

STUDENT GOVERNMENT REPORT: The Student Government Report was presented by Ms. Alesha Holland. A copy of her report is attached.

NATIONAL ALUMNI REPORT: The National Alumni Report was presented by Mr. Samuel Cooper, President, National Alumni Association. A copy of his full report is attached.

FACULTY SENATE REPORT: The Faculty Senate Report was presented by Attorney Kim Cogdell Grainger. A copy of her full report is attached.

STAFF SENATE REPORT. The Staff Senate Report was presented by Ms. Demetria Robinson. A copy of her full report is attached.

It was moved by Trustee Higginbotham and properly seconded by Trustee Barbee to convene in Closed Session pursuant to NCGS 143-318.11(a)(5) and NCGS 143-318.11(a)(6). The motion carried.

CLOSED SESSION

Yesterday Interim Provost and Vice Chancellor for Academic Affairs Carlton Wilson presented fourteen (14) candidates for promotion, tenure and promotion and/or tenure. Background materials were provided.

Next Attorney Hope Tyehimba provided an update on legal matters.

There being no further business for Closed Session, it was moved by Trustee Barbee and properly seconded by Trustee Pope to reconvene in Open Session. The motion carried.

OPEN SESSION

When the meeting reconvened, it was moved by Trustee Hamilton and properly seconded by Trustee Pope to approve the nine (9) candidates for promotion. The motion carried.

It was moved by Trustee Hamilton and properly seconded by Trustee Barbee to recommend approval of two (2) candidates for tenure and forward all relevant materials to the UNC Board of Governors for final action.

Next, it was moved by Trustee Hamilton and properly seconded by Trustee Higginbotham to recommend approval of three (3) candidates for promotion and tenure and forward all relevant materials to the UNC Board of Governors for final action.

CHAIRMAN'S ANNOUNCEMENTS

- Update on Chancellor Search
 - Chancellor Search Committee named
 - Two additional non-tenured faculty members added
 - Received charge by President Spellings
 - Subcommittees named
 - Held listening forums (5)
 - Leadership Statement developed
 - On-Line survey
 - Website developed
 - Ad posted early March – online and print
 - Deadline to apply April 10th
 - Early May refine to three candidates
 - End of May to UNC GA
 - Early June to UNC Board of Governors
 - Goal new Chancellor on board by beginning of 2017-18 Academic year

A special thanks to Trustee Barbee who facilitated all of the forums and was assisted by Trustee Alesha Holland, Ms. Demetria Robinson, Attorney Kimberly Cogdell Grainger and Mr. Samuel Cooper. A special thanks to Dr. Harriet Davis who arranged and handled the logistics for the forums. Finally a special thanks to Trustee Michael Johnson and the Leadership Statement Position Subcommittee who worked very hard to developed the Leadership Statement.

- At your place in a gray folder are two (2) forms, one being your contact information sheet and the other your 2017 Statement of Economic Interest Form. If you have no changes in your Statement of Economic Interest Form since you filed in 2016, just sign and return both forms to Dottie. If you do have changes in your Statement of Economic Interest you will need to complete the Long Form, also see Dottie.
- March 2-3, 2017 – UNC Board of Governors
- March 6-11, 2017 – MEAC Tournament, Norfolk, VA
- March 11, 2017 – Spring Break Begins
- March 20, 2017 – Classes resume
- April 6, 2017 – Honors Convocation
- April 25-26, 2017- NCCU Board of Trustees meeting

There being no further business, it was moved and properly seconded to adjourn. The motion carried.

Respectfully submitted:

Dottie Fuller
Recorder