

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

NOVEMBER 15, 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 November 15, 2017. Chairman Hamilton called the meeting to order at 9:00 a.m.

INVOCATION: Trustee Wilkerson gave the invocation

ROLL CALL: Present: Mr. George Hamilton, Mr. John Barbee, Mrs. Karyn Wilkerson, Mrs. Oita Coleman, Ms. Allyson Siegel (via telephone conference), Mr. Michael Johnson, Dr. John McCubbins (via telephone conference), Mr. Kevin Holloway, Mr. James Walker, Mr. Isaiah Tidwell, Mr. Michael Hopkins and Mr. John Herrera

Absent: Dr. Kenneth Tindall

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

APPROVAL OF THE MINUTES: It was moved by Trustee Coleman and properly seconded by Trustee Hopkins to approve the minutes dated September 25, September 26 and September 27, 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: Chancellor Johnson Akinleye presented the Chancellor's Report.

EXECUTIVE SEARCHES

The university has secured the services of Witt/Kieffer to coordinate executive searches for three important posts: Provost and Vice Chancellor for Academic Affairs, Vice Chancellor for Student Affairs and Dean for the School of Business. Search committees have been established and leadership profiles are being developed so that recruitment can begin soon for candidates to fill each of these critical administrative roles.

CHANCELLOR INSTALLATION

The Chancellor's Installation date has been set for April 19, 2018. The overall theme is "The Eagle Promise" with activities beginning April 6, 2018, that range from "Investing in the Vision" to "Delivering The Eagle Promise." A committee has been established under the leadership of Dr. Debra Parker and a goal has been set to raise \$1 million in scholarship dollars, as well as raise NCCU's national and international profile through events such as an international symposium. Save the dates are forthcoming later this month. I encourage you to put April 2018 on your calendar.

UNC BOARD OF GOVERNORS UPDATES

The University of North Carolina General Administration held an orientation for new members of all 17 Board of Trustees on November 1st. Trustee Walker, Trustee Holloway and Trustee Wilkerson participated, and Chancellor attended as part of a Chancellor's panel that discussed trends in higher education. We examined potential future challenges and opportunities and discussed ways in which we are preparing our institutions to respond and adapt. Other conversations included topics such as board participation in university policy matters.

Additionally, of significance at the November Board of Governors meeting was that each of the 17 UNC institution chancellors signed agreements that established measurable performance goals aimed at improving access to higher education, student success and economic impact. At the NCCU Board of Trustees September Board meeting, Chancellor provided a detailed outline of our five-year goals, which are focused on:

- Low-income enrollment
- Rural completions
- Five-year graduation rates
- Undergraduate degree efficiency

- Achievement gaps in undergraduate degree efficiency
- Low-income enrollments
- Critical workforces
- Research productivity
- Rural enrollments

Led by Academic Affairs, we have begun a campus effort to track our progress and measure how NCCU will accomplish and meet these goals and objectives within the next five years. We will evaluate our progress annually and provide you with updates on each of these goals.

Chancellor also wanted to showcase the strategic priorities that are part of “The Eagle Promise” Under each of the six objectives, you will find an action item as well as the responsible unit. The outcomes of each priority will be measured by a quality performance indicator and mid-term progress will be measured by January 19, 2018, and an end of year result is due by June 22, 2018. We will provide you and members of the university community with an electronic copy of these priorities.

HOMECOMING 2017

Chancellor expressed his sincere thanks to every division, department and individual who worked extremely hard on events for NCCU 2017 Ultimate Homecoming Experience. In his correspondence to the university and alumni communities, Chancellor noted record attendance at many of our events, including our Homecoming football game. NCCU welcomed thousands of alumni back home and accepted a record-number gifts and contributions—\$2.07 million—from alumni in reunion. Of special note is a transformational \$1 million gift from Jill Hamilton, wife of NCCU Board Chair George R. Hamilton, which was included as part of the class of 1977’s \$1.1 million giving total. Other highlights of the week were performances by Gladys Knight and NCCU’s own Marcus Anderson, who entertained a sold-out audience at the alumni scholarship concert, and the induction of 116 new members of the Class of 1967 into the Society of Golden Eagles at Founder’s Day—our largest class yet.

NEW RESEARCH GRANTS

Other exciting news to report includes receipt of a \$16.3 million grant from the National Institute on Minority Health and Health Disparities, part of the National Institutes of Health, to create a new Research Center in Minority Institutions on campus that will further elevate the university’s commitment to health disparities research. Led by Deepak Kumar, director of the Julius L. Chambers- Biomedical/Biotechnology Research Institute and principal investigator for the grant, the initiative will engage

several departments across campus at NCCU to as they pursue valuable research initiatives.

Additionally, NCCU has received a \$3.2 million grant for a research project titled the “Molecular Determinants of Social Factors in Prostate Cancer.” Our investigators will be looking into the effects of socioeconomic status and social stress on prostate cancer, an especially vital topic for African-American men, who are more likely to be diagnosed with prostate cancer, to develop more aggressive forms of the disease, and to die as a result of prostate cancer. Dr. Kumar also serves as the lead Principal Investor for this grant.

NCCU’s new partnership with Duke Clinical & Translational Science Institute will increase NCCU’s capacity in the research space, while providing opportunities for community engagement projects and generating workforce development opportunities. Duke has committed \$1.9 million for this effort that is a collaboration with BRITE and our other research entities.

HOUSING UPDATE

As we plan for the next academic year and review our housing strategy, you heard the proposed P-3 (public/private/partnership) to expand on-campus housing opportunities. This week, NCCU is one of five UNC institutions participating in NC College Application Week, where the application fee for graduating seniors is waived. Historically, we have a very significant uptick in applications during this time and anticipate the trend again this year. To date, we have admitted 925 students, as compared to 869 during this same time in 2016. This represents a 12.7% increase in admits over last year. One of the main factors that has contributed to this is that our applicant pool has doubled. Last year to date, 4,551 students had applied and this year we have had 6,269 to apply to NCCU.

NCCU will continue our conversations about these important subjects in the coming months.

CORPORATE FUNDRAISING AGENDA

With respect to the Corporate fundraising agenda item, on Monday, each of you should have received, via email, my strategic Corporate Fundraising Research Report:

Chancellor gave a quick overview of the report. It is the beginning of his administration’s due diligence into potential prospects for corporate philanthropy, which is a key part of our comprehensive fundraising strategy.

The report highlights the 2017 list of Fortune 500 companies headquartered in North Carolina, which totaled 12. The report also provides a snapshot of the amount of their giving, their gift types and funding interests of these respective corporations. Additionally, the report referenced the intense and fiercely competitive fundraising environment NCCU is in against 139 other colleges and universities vying for the same corporate dollars. Lastly, the report identifies the governing board and CEOs because Chancellor would like to determine if any of you have current relationships or connections with these decision-makers that may provide the Chancellor introduction and access to begin cultivating a relationship that hopefully will result in contributions to NCCU. Furthermore, as Chancellor indicated in the report, after our prospect assessment of these 12 Fortune 500s based in North Carolina, we will assess other major corporate philanthropist in the Research Triangle area.

- The report addresses next steps for the trustees.
 - First, we'd like you to use this report as an educational tool because we realize well-informed board members make great ambassadors.
 - Secondly, the Institutional Advancement team will prepare talking points for our next board meeting to arm our trustees with relevant data and compelling stories to support our vision, philanthropic agenda and specific areas of fundraising.
- Chancellor would like to receive feedback and brainstorming about our report and any wisdom you might provide about best practices for corporate giving in North Carolina for those who've had an opportunity to look at the names and some faces of the governing boards.
- For those with relationships, Chancellor would like to know if you would be open to the possibility of hosting an event in your home with the prospect or chairing a fundraising event.
- Lastly, Chancellor will convene a Chancellor's Committee on fundraising across the campus. The charge for the committee: a review of fundraising entities across campus and a recommendation on a template or model for an effective strategy designed to maximize our potentials and increase our output. Recommendations will be presented to the Board Committee for Institutional Advancement and the full Board for approval. Committee composition is as follows:

Chancellor, Chair
Vice Chancellor for Institutional Advancement
Deans
Athletic Director
Trustee Michael Johnson
Trustee Kevin Holloway

Trustee Isiah Tidwell
BRITE Director
BBRI Director
Provost
Other Stakeholders

STUDENT HIGHLIGHT

This is International Education Week, established by U.S. Department of State and the U.S. Department of Education to promote programs that prepare undergraduates for success in a global environment.

Chancellor Akinleye introduced and recognized Ms. Zakiya Smith, a junior business administration, marketing and entrepreneurship major, who spent a portion of her summer in Paris, London and Ireland, as a Frederick Douglass Global Fellow. This opportunity was presented by CIEE (Council on International Educational Exchange) along with the University of Pennsylvania Graduate School of Education's Center for Minority Serving Institutions.

Chairman Hamilton thanked Ms. Smith for sharing her story and showcasing the importance of global immersion at NCCU!

COMMITTEE REPORTS

ACADEMIC AND STUDENT AFFAIRS

Trustee Tidwell presented the Academic and Student Affairs Committee Report. There were two (2) action items and several informational items.

Interim Provost and Vice Chancellor for Academic Affairs Dr. Carlton Wilson presented the 2017 Modifications to the Faculty Senate Handbook.

It was moved by Trustee Tidwell and properly seconded by Trustee Johnson that the NCCU Board of Trustees approve the 2017 Modifications to the Faculty Handbook. The motion carried.

Next, Mr. Johnnie Southerland, Director of Strategic Planning, presented a Summary Assessment of the NCCU 2020 Strategic Plan. Highlights of his presentation included:

- Strategic Plan Highlights
- Student Success – Outcomes
- Public Service – Outcomes

- Community Engagement – Outcomes
- Internal Communications – Outcomes
- Key Metrics
- Next Steps

The Committee requested regular updates and that Intellectual Climate Outcomes be included.

It was moved by Trustee Tidwell and properly seconded by Trustee Barbee that the NCCU Board of Trustees approve the Summary Assessment of the NCCU 2020 Strategic Plan. The motion carried.

Dr. Deepak Kumar, Director, BBRI presented New Health Disparities Research Funding at NCCU.

Exciting news was reported by Dr. Kumar that includes receipt of a \$16.3 million grant from the National Institute on Minority Health and Health Disparities, part of the National Institutes of Health, to create a new Research Center in Minority Institutions on campus that will further elevate the university's commitment to health disparities research. Led by Deepak Kumar, director of the Julius L. Chambers-Biomedical/Biotechnology Research Institute and principal investigator for the grant, the initiative will engage several departments across campus at NCCU to as they pursue valuable research initiatives.

Additionally, NCCU has received a \$3.2 million grant for a research project titled the "Molecular Determinants of Social Factors in Prostate Cancer." Our investigators will be looking into the effects of socioeconomic status and social stress on prostate cancer, an especially vital topic for African-American men, who are more likely to be diagnosed with prostate cancer, to develop more aggressive forms of the disease, and to die as a result of prostate cancer. Dr. Kumar also serves as the lead Principal Investor for this grant.

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Next, Ms. Leah Kraus, Chief Information Officer presented the Campus Security Initiative.

The Chancellor's 2017-2018 Strategic Initiatives include, "Reinforce and invest in improved security measures to enhance campus safety and well-being." To accomplish this initiative across campus team was formed and charged with developing a plan to purchase, implement and sustain a comprehensive campus security system.

Campus safety and security includes providing campus police and others with valuable insight and information about the campus. A comprehensive approach includes an understanding that systems, people and processes all needed to be coordinated. Therefore, strong cross campus teams have been formed throughout the process starting with the RFP.

Fall 2016 a team was formed to look at the landscape of security systems and solutions. The team talked with colleagues from other schools, visited other schools and talked with security system providers. From that work an RFP was developed.

The Chancellor charged the CFO, Police Chief and CIO with executive sponsorship and asked that we dedicate a full-time project manager to this from ITS. This PM has guided the process from post award to working with the vendor and now working through not only the technical systems but also coordinating on the construction side with the work that is needed. They met and charged an implementation and a campus partner's team. The implementation team focuses on the systems, organization and sustainability. The campus partner team is a cross campus team providing feedback and guidance to the implementation team. Getting campus buy-in and participation helps ensure that campus safety and security is seen as a campus priority. The implementation will be in three phases with the phases concluding by August 2018.

The systems include Door Access and Video technologies. Installing over 300 door access control units and 900 cameras this integrated system provides comprehensive information on both the interior and exterior of our campus structures. There are system reports that can be displayed through a web browser or mobile device. This streamlines the process for reviewing security information and processes.

In addition to the systems approach for the technology the Chief of Police has reviewed his organization and is making adjustments to better meet the campus safety and security needs from a staffing perspective. This includes creation of new teams and a greater focus on the officers being more visible.

Additionally, the Chancellor has been in conversations with the City and County officials around safety in the surrounding neighborhoods.

STUDENT AFFAIRS

The Office of Student Affairs did not present at the November 14, 2017, Academic and Student Affairs Committee meeting.

ADVANCEMENT, ATHLETICS AND EXTERNAL AFFAIRS COMMITTEE

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

ATHLETICS

Athletics did not present at the November 14, 2017 Advancement, Athletics and External Affairs Committee meeting.

ADVANCEMENT

A presentation was made by Dr. Harriet F. Davis, Vice Chancellor for Institutional Advancement. Highlights of her presentation included:

- Reunion Giving: \$2,062,631 contributed by classes ending in 2's and 7's. This includes a \$1M gift from Trustee George R. Hamilton & Mrs. Hamilton.
- Class of 1967
 - 116 Golden Eagles recognized at Founder's Day. Trustee Isaiah Tidwell was Keynote Speaker
 - Class Contribution - \$247,351
 - 41.57% class participation in giving
- Classes 2's and 7's contributed \$1,599,203
- Society of Golden Eagles total giving of \$463,428.

- Affinity Reunions – Four National Pan-Hellenic Organizations – NCCU Chapters established endowed scholarships at \$216,000.
- Chancellor's Inaugural Donor Reception attended by over 500 donors.
- Eagle Promise Tour Update
- Homecoming 2017 highlights
 - Corporate and Community Partners Reception Sponsored by the Sheraton Imperial Hotel & Convention Center
 - Shepard Society Donor Tailgate Attended by over 300 donors
- Save The Date - Chancellor Akinleye's Installation – April 19, 2018

AUDIT, FINANCE AND FACILITIES COMMITTEE

Trustee Johnson presented the Audit, Finance and Facilities Committee Report. There were five (5) action items and several informational items.

Due to a lack of a quorum for the Audit, Finance and Facilities Committee yesterday, the five (5) action items on the agenda were considered by the full Board of Trustees today.

It moved by Trustee Johnson and properly seconded by Trustee Wilkerson that the NCCU Board of Trustees approve the minutes dated September 26, 2017. The motion carried.

FACILITIES

A presentation was made by Associate Vice Chancellor for Facilities Jonathan Peeler regarding a lease amendment for T-Mobile cellular tower and equipment on Baynes Hall.

It was moved by Trustee Johnson and properly seconded by Trustee Coleman that the NCCU Board of Trustees approve the Lease Amendment for the T-Mobile Cellular Tower and Equipment at an amended rate of up to \$44,748.99 subject to any final negotiations by the State Property Office. The motion carried.

Mr. Peeler presented a proposal to develop a comprehensive University Master Plan including the development of a millennial campus designation at an estimated cost of up to \$750,000.

It was moved by Johnson and properly seconded by Trustee Wilkerson that the NCCU Board of Trustees recommend approval of the Development of a Comprehensive University Master Plan including the development of a millennial campus designation at an estimated cost of up to \$750,000 and forward to the UNC Board of Governors for final action. The motion carried.

Mr. Peeler next presented a recommendation for the selection of a building commissioning firm for the New School of Business.

It was moved by Trustee Johnson and properly seconded by Trustee Barbee that the NCCU Board of Trustees approve the selection of Affiliated Engineers, Incorporated as

the building commissioning firm to work with the New School of Business project. The motion carried.

Vice Chancellor Ben Durant recognized Mr. Wilson Jones, Brailsford & Dunleavy Consultants, who provided the analysis and recommendations on the P-3 (public/private partnership) – Housing Initiative. It was recommended that the University proceed with the RFQ process to move forward with a two-phase process to establish 1,240 new beds.

It was moved by Trustee Johnson and properly seconded by Trustee Coleman that the NCCU Board of Trustees approve the University to proceed with the Consultant’s recommendations and timeline for the P-3 Housing Initiative. The motion carried.

FINANCE

Vice Chancellor for Administration and Finance Benjamin Durant provided an update of the University financials through the 1st quarter of the fiscal year. Of note was the increase in the days cash on hand which continues to make positive gains. He also reviewed other key financial ratios. Next he reviewed both the general and auxiliary budgets. It was noted that the general fund expects to realize 99% of the tuition revenue by year end.

Additionally, based on trends to date, it is expected that the auxiliary units will add approximately \$3 million to the fund balance by year end.

AUDIT

Internal Auditor, Mr. Robert Gaines, provided a brief update of University Audits. The Internal Audit Office has completed eleven (11) audits since the last Board meeting. There are currently fourteen (14) audits in process and five (5) audits with outstanding issues remaining.

ENDOWMENT FUND

Chairman Hamilton presented the NCCU Board of Trustees of the Endowment Fund Report. There was one (1) action item.

The University’s Endowment report was presented to the committee by Vice Chancellor Benjamin Durant. The UNC Management Company Fund had a performance return of 3.12% for the first quarter of Fiscal Year 2018. Piedmont Investment Advisors had a performance return of 4.57%.

The market value of the University's Endowment Fund as of September 30, 2017, was \$34,425,650 compared to \$33,260,399 as of July 1, 2017. This change reflects a market value increase of \$1,165,251 or 3.50% for fiscal year 2018.

Vice Chancellor Benjamin Durant introduced and recognized Ms. Sara Morgan from Asset Strategy Consultants. Ms. Morgan gave an overview of North Carolina Central University's Endowment portfolio. Ms. Morgan informed the Board of Trustees that the North Carolina Central University's total portfolio has been well-served by both managers, but particularly so by the UNC Management portfolio on a risk adjusted basis. The portfolio benefitted from the exposure to Domestic Large Cap that Piedmont Investment provided over the last 7 years as large cap equity has performed exceptionally well in that time frame (14% annualized return). However, in the 8th year of a bull market when valuations are stretched relative to 20 year historical norms, Asset Strategy Consultants are recommending a rebalance of the portfolio.

It was moved by Trustee Johnson to rebalance the portfolio to 80% UNC Management and 20% Piedmont. The motion was withdrawn. Chairman Hamilton and Chancellor Akinleye are to meet within 48 hours with Piedmont Investment due to the University's long standing relationship, and there will be a Special Call meeting of the NCCU Board of Trustees Executive/Personnel Committee within 5-7 days to vote on the recommendation.

GOVERNANCE COMMITTEE

Trustee Wilkerson presented the Governance Committee Report. There were several informational items.

While it is too early to conduct a NCCU Board of Trustees Assessment and a Self-Study Survey it is important to share what an Assessment and Self-Study Survey provides, namely:

- A clearer understanding of the board's primary roles and core responsibilities;
- Consensus on specific objectives and plans to improve board organization and performance;
- A better working relationship between the board and the chief executive;
- A renewed sense of commitment to the institution's mission and purpose;
- More productive board meetings;
- A commitment to expectations for personal philanthropy.

Over the coming months, we will develop an assessment tool; discuss the value of the board assessment process and appropriate timing to conduct an assessment. Through the process we should think critically about the quality of our structure, performance and relationships.

EXECUTIVE/PERSONNEL COMMITTEE

Chairman Hamilton presented the Executive/Personnel Committee Report. There were three (3) action items.

Attorney Hope Tyehimba presented revisions to the Sexual Misconduct Policy. In addition to the revisions included in the packet, the Committee also considered two (2) additional revisions, namely, to Section 7.9.2.2 (which concerns the resolution of disciplinary actions for students) and Section 7.10 (which concerns the resolution of disciplinary actions for employees). The Committee recommends approval of the revised Policy to include the additional revisions which have been incorporated in the document before you.

It was moved by Trustee Hamilton and properly seconded by Trustee Coleman that the NCCU Board of Trustees approve the revisions to the Sexual Misconduct Policy. The motion carried.

In Closed Session yesterday, Interim Provost and Vice Chancellor for Academic Affairs Dr. Carlton Wilson presented two (2) candidates for tenure.

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

STUDENT GOVERNMENT REPORT: SGA President Michael Hopkins presented a SGA report. A copy of his full report is attached. **NOTE:** At February 2018 NCCU Board of Trustees meeting SGA Report shall include some positive student experiences and areas of improvements.

NATIONAL ALUMNI REPORT: Mr. Samuel Cooper, President, NCCU National Alumni Association presented a report. A copy of his full report is attached.

FACULTY SENATE REPORT: The Faculty Senate Report was presented by Dr. Robert Horne, Vice Chairman. A copy of his report is attached. Trustees requested a copy of the Resolution mentioned in his Report.

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

CHAIRMAN’S ANNOUNCEMENTS:

- November 22-26 Thanksgiving recess;
- December 6 Last Day of Classes for All Students;
- December 8 Chancellor’s reception for graduating students and families;
- December 9 Fall Commencement;
- December 14-15 UNC Board of Governors meeting;
- January 8 First Day of Classes;
- January 25 UNC Board of Governors meeting;
- February 27-28 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