

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

**NOVEMBER 17, 2020**

The NCCU Board of Trustees convened VIRTUAL VIA WEBEX/DIAL IN ACCESS on Tuesday, November 17, 2020. Chairman Holloway called the meeting to order at 9:20 a.m.

**OPEN SESSION**

**INVOCATION:** Trustee Bell gave the invocation

**ROLL CALL:** Present: Mr. Kevin Holloway, Mrs. Karyn Wilkerson, Mrs. Oita Coleman, Mr. James Walker, Mr. Michael Johnson, Mr. Keith Chadwell, Mr. William Bell, Mr. Roderick Allison, Mrs. Hellena Tidwell, Dr. Kenneth Tindall, Mr. Keshawn Coleman and Mr. John Herrera

Absent: Ms. Allyson Siegel

**NOTE:** In accordance with the Attorney General's Advisory Letter Public Bodies can conduct Open Meetings electronically pursuant to NCGS 143.318.13. The public body must comply with statutory requirements and provide notice and access of the meeting to the public, in this case through electronic means so members of the public as well as media may be present via WEBEX or Dial in Access.

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

**APPROVAL OF THE MINUTES:** It was moved by Trustee Johnson and properly seconded by Trustee Allison to approve the minutes dated September 23, 2020. The motion carried.

**CHAIR'S REMARKS:** Chairman Holloway 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.

## **COMMITTEE REPORTS**

### **FINANCE AND FACILITIES COMMITTEE**

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

### **FINANCE AND FACILITIES**

Ms. Akua Matherson, Interim Vice Chancellor for Administration and Finance presented the 24/7 Collaborative Research and Learning Center Designer Selection.

This new estimated 5,000 gross square feet building will provide needed space for a fully functional 24/7 study center. The new facility will include large multipurpose study, retail and event space(s). Additional facilities will be provided for food service and student convenience needs. The budget for this project is \$3 million and it is provided by Title III funding. The construction start date is May 2, 2022 and occupancy date January 27, 2023

It was moved by Trustee Johnson and properly seconded by Trustee Chadwell to approve the selection of the Design Firm of Evoke Studio for 24/7 Collaborative Research and Learning Center. The motion carried.

Next Interim Vice Chancellor Matherson presented the WNCU Radio Station Renovation Designer Selection.

This approval request is for the renovation of the NCCU Radio Studio used by the Mass Communication Department in Farrison-Newton Communication building. The current radio station is outdated and some equipment needs to be replaced. The renovation will provide renovated space, updated equipment new acoustics and new production rooms This project will bring the program up to current technology and greatly improve the student experience.

The renovation will include design services, general construction for the base building improvements to the studio (architectural, electrical, and minor structural) furnishing, finishes and equipment. The budget for this project is \$1.5 million and is provided by Title III funding. The construction to start January 14, 2021 and occupancy date is December 7, 2021.

It was moved by Trustee Johnson and properly seconded by Trustee Chadwell to approve the selection of the Design Firm of Evoke Studio for the WNCU Radio Station Renovation Project. The motion carried.

Interim Vice Chancellor Matherson recognized Mr. Victor Vines (AIA President Vines Architecture) and Mr. Adam Brackenbury (AIA Project Architect, Vines Architecture) to present the Campus Master Plan.

Highlights of this presentation included the following:

- Introduction
- Campus Context + History
- Priority Space Needs Assessment
- Master Plan Strategies
- Campus Planning
- Millennial Campus
- Capital Building Project
- Comprehensive Master Plan
- Infrastructure + Utilities

It was moved by Trustee Oita Coleman and properly seconded by Trustee Walker to approve the Campus Master Plan. The motion carried.

Next, Interim Vice Chancellor Matherson presented the New COVID Lab in the Student Health Building

This approval request is for the renovation of the area selected for the lab within the Student Health Building. The current area was occupied by the School of Business Hospitality and Tourism Department that was temporarily relocated to Edmonds Building. The permanent location of said department is will be in the new School of Business Building.

The renovation will include design services and general construction for the area affected (architectural, electrical, and minor structural) furnishing, finishes and equipment. The budget for this project is estimated to be \$360,000) and is provided by the Cares Act funding. The construction to start February 1, 2021 and occupancy date is May 31 , 2021.

It was moved by Trustee Chadwell and properly seconded by Trustee Allison to approve the New COVID Lab in the Student Health Building. The motion carried.

Further, Interim Vice Chancellor Matherson presented the FY 21-22 Tuition and Fee Increases.

This agenda item is to review and approve the tuition and fee proposal recommended by the tuition and fee committee. The committee recommended an inflationary increase in dining services. There were no other tuition or fee recommendations.

Highlights of this presentation were as follows:

- Tuition and Fee Review Process
- Tuition and Fee Proposal
  - Per UNC Board of Governors mandate this year, Universities were limited to increases in out-of-state tuition and health services fee. Campus specific fees remain at the discretion of the institution

Based on the guidance, the tuition and fee committee recommended the following

- 3.10% increase in meal plans (dining services) will be used for the CPI inflationary increase as well as a \$50 flex increase to residential meal plans.

The index for the cost of food has increased over the past year. The increase will assure that the food quality and service are not compromised by inflation.

An additional \$50 flex dollars will be added to residential meal plans for use in the retail locations

- There was no recommended increase to tuition for FY 2021-2022
- There was no recommended increase in required fees for FY 21-22
- There are no recommended increases in other mandatory campus fees, namely SGA Fee, WEB Registration, Transportation Fee, Eagle card.
- Total Cost of Attendance – Undergraduate – No Change
- Total Cost of Attendance – Graduate – No Change
- Total Cost of Attendance – Law – No Change

It was moved by Trustee Johnson and properly seconded by Trustee Oita Coleman to approve the FY 21-22 Tuition and Fee Increases, specifically 3.10% increase in meal plans (dining services). There were no recommended increases to tuition, required fees or other mandatory campus fees for FY 21-22. The motion carried.

Next, Interim Vice Chancellor Matherson presented as an informational item the Administration and Finance Update, namely:

- 1<sup>st</sup> Quarter Financials as of 9/30/20
- General Funds

- Auxiliary Funds
- COVID 19 Financials
- COVID 19 Supplies

The Facilities Management – Capital Projects Update was presented by Interim Vice Chancellor Matherson. Highlights of this report included the following

- Major Capital Projects
  - P-3 Housing
  - George Street residential Complex
  - Alston Avenue Apartments
  - Lawson Street Residential Complex
  - New Student Center
  - New School of Business
- Minor Capital Projects

## **ACADEMIC AND STUDENT AFFAIRS COMMITTEE**

Chairman Tindall presented the Academic and Student Affairs Committee Report. There were several informational items.

### **ACADEMIC AFFAIRS**

Dr. Yolanda Banks Anderson, Interim Provost and Vice Chancellor for Academic Affairs provided an update which was included in the Board’s materials. Highlights of this update included the following:

- Academic Program Quality
- Community Engagement and Service
- Research and Sponsored programs Update (Proposals and Awards)
- ACCORD (Advanced Center for COVID Related Disparities Program)

### **STUDENT AFFAIRS**

Dr. Angela Coleman, Vice Chancellor for Student Affairs provided the Division of Student Affairs Update. Highlights of this update included the following:

- Spring Move-In Plan
- COVID 19 Testing Plan
- Operations Team

- Additional Testing

Trustee Keshawn Coleman shared with the Trustees that the students have been successful in following the guidelines. Students are exercising social distancing and getting tested before going home before the holidays.

## **ADVANCEMENT, ATHLETICS AND EXTERNAL AFFAIRS COMMITTEE**

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

### **ADVANCEMENT**

Chairman Holloway recognized Dr. Gia Soublet, Vice Chancellor for Institutional Advancement to present the Update on the Assessment of Institutional Advancement. Highlights of this presentation are as follows:

The Division of Institutional Advancement assessment has been completed. It was conducted to understand the depth of the division's infrastructure, efficiency and capacity in an effort to chart a course for the Division going forward. Forty-seven interviews were conducted and division reports and other relevant documents reviewed to evaluate the following seven areas: organizational structure, office culture, personnel, accessible resources, utilization of resources, and current processes, programs, and partnerships. Following is a brief overview of each of those areas:

- Regarding community perceptions, Advancement is not widely respected nor viewed as a partner by internal stakeholders and it is believed that Advancement has not engaged well with the campus community. The philanthropic community stated that Advancement has not effectively communicated gift impact nor shown appreciation adequately.
- The organizational structure is unconventional and incomplete. There were individuals and functions misplaced and it was absent of several critical positions.
- Regarding office culture, there were three areas consistently communicated by Advancement staff as deficient - communication, accountability, and teamwork. It was also observed during the assessment period. This has fostered an environment where staff don't communicate well with each other either and has caused an unhealthy spirit of competition, territorialism, and lack of trust. The

- staff operates in silos and does not coordinate activities. There is a severe lack of accountability across the board.
- The personnel assessment discovered that there are varying degrees of expertise and experience among the Advancement staff, as well as varying degrees of work ethic and passion.
- The operations budget, personnel, administrative support, software, and office accommodations were analyzed as available resources.
- Advancement has ineffectively utilized its resources, most notably Raiser's Edge.
- There were many categories reviewed under processes, programs, and partnerships. Every aspect of Advancement operations to include areas such as gift processing, stewardship, prospect management, corporate and foundation relations, alumni relations, were reviewed. Partnerships with specific entities were also assessed, such as Athletics and Communications and Marketing.

Findings for each of the aforementioned areas are included in the report and it concludes with 19 action steps and five recommendations. Action steps were outlined for areas that are within the Vice Chancellor's authority to implement and recommendations were made for areas that required approval from or coordination with the administration or another unit.

Actions are being taken to address issues such as the Division's organization structure, gift processing and counting, database cleanup, metrics for development officers, stewardship, and other processes, programs, and partnerships where either growth opportunities exist or corrective action is required. Chancellor Akinleye has approved all of the recommendations which include the following:

- Centralization of fundraising activity
- Revised reporting structure for development officers
- Increased engagement between the Chancellor and Vice Chancellor for Advancement
- Increased financial support from Foundation and University for Advancement's operating budget
- Office accommodations Advancement staff in the Jones Building

## ATHLETICS

Dr. Ingrid Wicker-McCree, Director of Athletics, provided the FY21 Sports Season Update and Budget Update which were included in the Board's materials. Highlights of this report included the following:

- Introduction
- Updated budget as of October 26, 2020.
- The budget is reviewed monthly to make necessary adjustments based on expenditures and revenues.
- The four action items listed in the chart will be utilized to make additional adjustments to the FY21 budget.
- Additional dollars from the #NCCU Stronger Together Giving Campaign will be critical to contributing to revenue. Current dollars raised: \$174K.
- The full time staff member for corporate sponsorships through the third party agreement with Peak Sports Management, will be hired for a January 2021 start. The position is posted by Peak Sports Mgmt. and no funds from NCCU will be used to support this full-time position.
- These three slides provide an update on some of the goals outlined in the 2020-2025 Athletics Strategic Plan.
- Student-Athletes led a March to the Polls event on Friday, October 23, 2020. Several NCCU Athletic teams met the 100% voter registration goal (for those student-athletes eligible to register to vote). This initiative was led by the Student Athlete Advisory Council (SAAC).

Dr. Wicker-McCree also provided a MEAC Update. Due to the pandemic many FCS schools are reevaluating their sports portfolios, budgets as well as conference affiliation. The average budgets will decrease due to budget cuts and conferences will begin to look at realigning to accommodate more regional competition in efforts to reduce budgets.

When NCCU transitioned to DI, there were three major benchmarks that provided the framework which guided our decisions. These three benchmarks would serve the purpose in exploring conference membership in comparison to our current conference membership and potential other DI FCS conferences:

- Academic Profile
- Geographical Location



- Competitive Programs

The new athletics strategic plan goals and strategies would also serve as a guide in exploration of conference membership.

Thus, for the four conferences that have had the most realignment recently and the probability of difficulty are listed below:

- ASUN (Athletic Sun Conference)
- Big South
- SOCON (Southern Conference)
- CAA (Colonial Athletic Conference)

## **AUDIT COMMITTEE**

Chairman Walker presented the Audit Committee Report. There were several informational items.

Highlights of the Office of Internal Audit Report are as follows:

- Status of Outstanding Audit Recommendations
- Planned Internal Audit Activities FY 21 (as of October 29<sup>th</sup>)
- Unplanned Internal Audit Activities FY 21 (as of October 29<sup>th</sup>)

Chairman Walker also shared with the Trustees the announcement of Mr. Robert Gaines who has been selected as Co-President of the UNC-Auditors Association for 2021. Extended congratulations!

## **ENDOWMENT FUND**

Chairman Holloway presented the Endowment Fund Report. There was an informational item.

The UNC Management Company Fund had a performance return of 7.67% for the period ended September 30<sup>th</sup>.

Piedmont Investment Advisors had a performance return of 5.73% for the same period.

The market value of the University's Endowment Fund as of September 30, 2020, was \$42,405,428 compared to \$39,525,319 as of September 30, 2019. This change reflects a market value increase of \$28,801.09 or 7.29% for fiscal year 2020.

## **GOVERNANCE COMMITTEE**

Chairman Wilkerson presented the Governance Committee Report. The Governance Committee had four (4) action items, one (1) for Open Session and three (3) for Closed Session.

It was moved by Trustee Oita Coleman and properly seconded by Trustee John Herrera to approve the Governance Committee Special Call minutes dated November 2, 2020. The motion carried.

## **EXECUTIVE/PERSONNEL COMMITTEE**

The Executive/Personnel Committee did not report.

## **CHANCELLOR'S REPORT**

### END OF FALL 2020 SEMESTER, PREPARING FOR SPRING 2021 SEMESTER

As NCCU nears the end of the fall 2020 semester, Chancellor commended all NCCU community members for the work they've done in keeping health and safety as two of our highest priorities, along with student success. Just one week remains until we end the semester and our students depart for their respective homes.

NCCU have successfully maintained a 2.0 percent average COVID-19 positivity rate, well below the local and national average that has soared to more than 6 percent, especially over the past two weeks. NCCU established robust COVID-19 teams that have been on call for the past eight months, making certain that our testing, contact tracing, reporting and quarantine and isolation programs were effectively executed. Chancellor publicly thanked all the individuals who serve on these teams; they have been diligent in closely monitoring our progress, while also quickly addressing all our responses related to the pandemic.

NCCU strongly encouraged all students to get tested prior to leaving campus for the holiday break and have put a plan in place to test all residential students before they move into their halls in early January. Students will be given both a Rapid Antigen and the PCR tests.

## COVID-19 RESULTS AS OF NOVEMBER 13<sup>th</sup>

NCCU tested a total of 3,991 individuals and have had 81 positive cases since July 1. This data is as of November 16<sup>th</sup>.

### ACADEMIC COURSE DELIVERY

The university will continue to offer classes during the spring 2021 semester consistent with the three modes of delivery that were in place this semester. The breakdown is as follows:

- Face-to-face, at 12.7%
- Hybrid, at 17.5%
- Online, at 69.8%

### COMMUNITY SERVICE AND ENGAGEMENT

Even in the midst of the COVID-19, NCCU is still recognizing important milestones in the life of the university. In October 1995, NCCU became the first institution in the University of North Carolina System to require students to complete 120 hours of community service before graduation. This year, we are celebrating our 25<sup>th</sup> year of this valuable program that exemplifies our motto of “Truth and Service.”

Here are just a few stellar acknowledgements NCCU’s community service and engagement program has earned over the years:

- Recognition as a Community Engaged Institution by the Carnegie Foundation for the Advancement of Teaching; and
- Distinction on the President’s Higher Education Community Service Honor Roll.

The work executed by NCCU students has equaled millions of dollars in economic impact locally, with nearly \$4.6 million being invested during our 2019-2020 academic year alone. Special thanks is due to the Community Service and Engagement office, including Ms. Calleen Herbert who currently serves as its director.

### ULTIMATE VIRTUAL HOMECOMING

COVID may have altered our plans for an in person celebration, but the NCCU Homecoming tradition still continued virtually.

On Friday, October 30<sup>th</sup>, NCCU commemorated NCCU's 73<sup>rd</sup> Founder's Day Convocation in a virtual space, recognizing the 145<sup>th</sup> birthday of Dr. James E. Shepard and the university's 110<sup>th</sup> anniversary. The celebration included the Truth and Service and Wreath Laying ceremonies, however, we saved the formal induction of the class of 1970 into Society of Golden Eagles for 2021.

On Saturday, October 31<sup>st</sup>, more than 1,700 alumni joined NCCU online for the 2020 Virtual Homecoming Experience that included:

- Campus updates from the Chancellor;
- Messages from the National Alumni Association, Athletics Director and Vice Chancellor for Institutional Advancement;
- Virtual tailgate “drop ins” with our alumni in Durham, the D.C. Metro area, Atlanta and Los Angeles; and
- Two alumni DJs.

It was a very festive time for NCCU alumni and friends and NCCU received enthusiastic feedback on the activities!

Additionally, NCCU was featured in three national online homecoming events, giving our institution increased exposure:

- The Thurgood Marshall College Fund's Hashtag RISE HC 2K20;
- YouTube Originals' HBCU Homecoming 2020; and
- The National HBCU Virtual Homecoming 2020 sponsored by HBCU Nation Digital Media.

#### HOMECOMING FUNDRAISING TOTAL

Homecoming is also a time for class reunions, providing an opportunity for alumni to invest back into NCCU. This year, our alumni gave back in a resounding way through the “We are 110” and “Virtual Stadium Sellout” giving campaigns.

Our Homecoming giving total was: \$2,023,356.

This is very impressive, considering that COVID has presented economic challenges. Chancellor applauded and extend his deepest gratitude to NCCU alumni, especially those in classes ending in 0 and 5, and members of the Society of Golden Eagles for their unwavering commitment to supporting their beloved alma mater.

## RESEARCH AND SPONSORED PROGRAMS

NCCU remains a leader in developing solutions to health disparities, as demonstrated by our faculty's increased funding for their novel research. As of November 13<sup>th</sup>, NCCU's fiscal year research funding is \$18,361,699. This includes several new grants, including the following:

- A \$1.8 million grant from the National Institutes of Health will fund a new program in partnership with UNC Pembroke titled: "Building Resiliency and Vital Equity (BRAVE) - Increasing COVID-19 testing in American Indians." Dr. Deepak Kumar, director of BRITE, is the principal investigator.
- A \$2.7 million grant will investigate new treatment options for a type of esophageal cancer that disproportionately affects African Americans. This project will be managed by Dr. Xiaoxin Luke Chen, Glaxo Endowed Professor in Biomedical Science.
- The U.S. Department of Agriculture awarded NCCU a grant of \$573,243 to expand telemedicine for mental health services and distance legal education in 10 rural North Carolina communities. The principal investigator for this grant is Mr. Gregory Clinton in the School of Law.
- Special thanks to NCCU Alumna Kevonne Holloway, who serves as Vice President of Education Content at The Elsevier Foundation, for helping NCCU secure \$100,000 in funding from the Foundation to support BBRI's "Addressing Health Disparities through Implementation Science" program.

## ACCORD PROGRAM

Interim Provost Yolanda Banks Anderson shared details about NCCU's Advanced Center for COVID-Related Disparities, or ACCORD Program, in the Academic Affairs presentation. We understand the disparate impact COVID-19 has had on underserved communities across our nation and NCCU has been on the front lines in nine North Carolina counties, both conducting critical testing, which has now reached more than 2,000 citizens, and collecting data about taking a vaccine once it is available. This project has been a cross-discipline and cross campus collaboration that includes members from BBRI to our College of Arts, Humanities and Social Sciences and College of Health and Sciences. Additional results from ACCORD will be shared in December.

## CAPITAL PROJECTS

The university and our P3 partner have officially completed two of our three residential hall projects. Alston Street Apartments and George Street Residence Hall were opened in

September and October and construction remains on track for the Lawson Street Residence Hall.

- You will see a photo over the Student Center as windows are now being installed. We plan to open this facility in December 2021.
- The new School of Business is expected to be occupied in May 2022.

### 136<sup>th</sup> COMMENCEMENT EXERCISES

NCCU's 136<sup>th</sup> Commencement will be hosted in a virtual space on Saturday, December 5, beginning at 1 p.m. The Registrar's Office has received close to 700 applications for graduation and will be certifying all candidates next week.

The university will honor two Fallen Eagles with posthumous degrees.

#### ARIEL RENEE WILLIAMS, PH.D CANDIDATE, FALL 2020

Our Ph.D. graduate on December 5 will be Ms. Ariel Renee Williams. Ariel earned her bachelor's degree in Biology from University of North Carolina at Charlotte and a Master of Science degree from N.C. A&T State University. During her time at NCCU, she has focused the research for her doctorate on Type 2 diabetes in African Americans. We know that this research, which she studied alongside her advisors Dr. Sean Kimbro and Dr. ClarLynda Williams-Devane, is critical in finding solutions to diseases that disproportionately impact communities of color.

Chancellor thanked Ariel. She is an Eagle who is destined to soar!

#### ANNOUNCEMENTS:

BOG Meetings	November 18-19, 2020 December 17, 2020 January 20-21, 2020 February 17-18, 2020
Last Day of Classes for all Students	November 24, 2020
Thanksgiving Recess	November 25-29, 2020
Virtual Commencement Ceremony	December 5, 2020
First Day of Classes	January 11, 2021
MLK Day Observance	January 18, 2021
NCCU Board of Trustees Meeting	February 24, 2021

Chairman Holloway recognized Trustee Oita Coleman for a motion to go into Closed Session pursuant to NCGS 143-318.11(a)(6) to consider the qualifications competence, Performance or condition of appointment of a public officer or employee of prospective public officer or employee. The motion carried.

### **CLOSED SESSION**

Chairman Wilkerson shared the results of the November 3<sup>rd</sup> election involving the NC Senate and NC House. The results of the election both Chambers in the NC Legislature will remain under Republican control.

When the NC General Assembly convenes on January 13<sup>th</sup> it will elect its President Pro Tempore and Speaker. Trustee Walker will be the candidate for reappointment by the NC House.

It has been brought to the attention of the Trustees by Trustee Walker that the Office of the President Pro Tempore and the Office of the Speaker have permanent staffers assigned to get the process started for appointments to Boards and Commissions. It was suggested that we proceed and submit the two (2) recommended candidates for consideration to the NC General Assembly after approval by the Board of Trustees.

The three (3) candidates for an appointment on the NCCU Board of Trustees included: two (2) for the UNC Board of Governors and one (1) for the NC Senate. Background materials were provided to each candidate.

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

### **OPEN SESSION**

When the meeting reconvened in Open Session it was moved by Trustee Chadwell and properly seconded by Trustee Tidwell that the NCCU Board of Trustees recommend approval of Candidate #1 and forward to the UNC Board of Governors for final action. The motion carried.

It was further moved by Trustee Wilkerson and properly seconded by Trustee Herrera that the NCCU Board of Trustees recommend approval of Candidate #2 and forward to the UNC Board of Governors for final action. The motion carried.

Next, it was moved by Trustee Walker and properly seconded by Trustee Tidwell that the NCCU Board of Trustees recommend approval of Candidate #3 and forward to the President Pro Tempore for consideration by the NC Senate, Office of the President Pro Tempore for final action. The motion carried.

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

Respectfully submitted:

Dottie Fuller  
Recorder