

**NORTH CAROLINA CENTRAL UNIVERSITY
DURHAM, NORTH CAROLINA
BOARD OF TRUSTEES MEETING MINUTES
November 20, 2013**

The NCCU Board of Trustees convened in the Emma Marable Conference Room of the William Jones Building on the campus of North Carolina Central University on November 20, 2013. Chairman Dwight Perry called the meeting to order at 8:30 a.m.

INVOCATION: Trustee John Barbee provided the invocation.

ROLL CALL: Present: Dr. Dwight Perry, Mr. John Barbee, Mr. Harold Epps (via teleconference), Mr. Paul Pope, Mrs. Avon Ruffin, Mrs. Kim Saunders, Mr. Stefan Weathers, Mrs. Joan Higginbotham, Mrs. Karyn Wilkerson, and Dr. Kenneth Tindall. Absent: Mr. Wendell McCain; Mr. George Hamilton.

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

APPROVAL OF THE MINUTES: It was moved by Trustee Pope and properly seconded by Trustee Higginbotham to approve the minutes dated September 25, 2013. The motion carried.

APPROVAL OF THE SPECIAL CALL MINUTES: It was moved by Trustee Pope and properly seconded by Trustee Weathers to approve the minutes of the Special Call meeting dated October 22, 2013. The motion carried.

SWEARING-IN CEREMONY: Chairman Perry recognized Ms. Dottie Fuller, Notary Public, to swear in Trustee-Elect Ms. Allyson Siegel. Chairman Perry congratulated Trustee Siegel and thanked Ms. Fuller for her service.

CHAIR'S REMARKS: Chairman Perry 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.

PRESENTATION OF RESOLUTIONS: Chairman Perry recognized Interim Provost and Vice Chancellor for Academic Affairs Bernice Duffy Johnson to join the Chancellor at the podium.

"Dr. Johnson, we'd like to recognize you as a key figure in the life of this university for 34 years. Everyone knows you have served in a number of capacities during that period of time. We want to take this time to let you know that we appreciate all that you have done for this university. We've come to understand that you have expressed the desire to now do some more enjoyable things, including travel and spending more time with your family, particularly your granddaughter, and we all understand that. But we certainly thank you for your time, effort, and commitment to this university."

Chairman Perry personally thanked Dr. Johnson for her service to the university and read the attached Resolution.

Chairman Perry then recognized Ms. Dottie Fuller to come forward to be presented with a Resolution honoring her commitment and distinctive service to the NCCU Board of Trustees, serving as assistant to the Office of Legal Affairs.

"Ms. Fuller, whom we affectionately call Ms. Dottie, has served the legal department for a number of years here at North Carolina Central University, as well as other capacities, and you have served the Board of Trustees in a number of capacities, such as this morning. We want to express our gratitude for all of the service you have given to this Board."

Chairman Perry personally thanked Ms. Fuller for her service to the university and read the attached Resolution.

REPORT OF THE CHANCELLOR: Chancellor Saunders-White presented the following report to the Board:

Chancellor extended her congratulations to Dr. Bernice Johnson and Ms. Dottie Fuller on their retirement, wishing both of them the very best and a sincere thanks for their services.

Chancellor thanked the trustees for attending the UNC Board of Governors Trustee Workshop on the Centennial Campus at North Carolina State University and was most appreciative of the investment of their time and efforts in understanding stewardship and trusteeship and all of those elements that will pay dividends for this great institution.

Next Chancellor Saunders-White introduced two of the newest members of the leadership team Ms. Ivanna Cole is the new Director of Internal Audit as of October 14th Previously, Ms. Cole was comptroller of the North Carolina Methodist Conference. The new Chief Human Resource Officer is Mr. Linc Butler. We will have the opportunity on Saturday to help Mr. Butler in understanding that Eagle Pride is something that surpasses all others within the state. He comes to us very well qualified in understanding not only HR procedures within the state but also in the UNC system, so I am very delighted to have them on our team. We are moving forward to fill five other senior leadership positions. Chancellor next provided an update on active searches being conducted.

The Provost Search. we have been just overwhelmed with the quality and quantity of applicants. In our provost search, we received over 60 qualified applicants. Dr. Carlton Wilson is leading that search. I simply asked that we would honor Dr. Johnson's wishes to retire at the end of this year and that we would have a provost on board early in the beginning of our spring semester. Dr. Wilson was cracking the whip. This committee met on Saturdays and Sundays in order to accomplish this task. We have four strong candidates visiting our campus.

The next search is for a director of BRITE. We have three finalists who are also on campus. It is our intent to look for a research entrepreneur who has the capabilities of moving BRITE forward.

We are beginning our head football coach search. We have 28 applicants currently in cue, and that committee will start its full deliberations on Thursday of this week, once again with the objective of having that coach fully engaged in the recruitment efforts and processes for the upcoming season, which begins in December.

We also are vetting candidates for the position of Chief Information Officer. We've received notification from John Smith that he, too, would like to have the opportunity to retire once again. We received over 85 applicants to this position. That field has narrowed to four, and those candidates, indeed, will be on campus also before we close out the semester.

The Vice-Chancellor for Institutional Advancement search is also progressing well. These search candidates again will be on campus in December, with the goal of having placement in early 2014.

Since the September Board of Trustees meeting, our community continues to work toward Eagle Excellence. We are executing a number of initiatives and actively engaging our key constituent groups all with the goal of elevating our institution's brand and ensuring we remain acutely focused on supporting the university's number one priority – student success.

One step we have taken to achieve academic, financial, and operational success is to reinstate all university committees that were established in 2009. Yesterday, you heard Dr. Pauletta Bracy talk about our SACS review. SACS requires us to develop an institutional effectiveness plan. That plan was indeed created in 2009, stating the types of committees that we needed to have on our campus to ensure the proper governance structure. We have reconstituted those committees.

In addition to this effort, we are exploring two major initiatives:

- 1) A request has been sent to Washington, D.C., that NCCU become an experimental site in Pell reform. As you know, 76% of our students are Pell-eligible. The request to the Department of Education is to allow our institution to do something that the research tends to show and we believe would be advantageous to a four-year completion accomplishment. What that really means is that we would incent students for completion of 30 credit hours within an academic year. We have demonstrated to the Department of Education that this type of program, a performance-based Pell program, will indeed allow students to complete in four years and also, at the same time, because Pell is funded at 150%, which really means over a six-year horizon, would save the taxpayers of our nation's resources.
- 2) In addition to this initiative that we are pursuing on Pell, we also are pursuing an initiative within UNC General Administration that says that the grade point average is a better predictor of success than standardized tests in isolation. Therefore, we are requesting General Administration for an opportunity to pilot a program that would allow us to modify our standards, allowing us to admit those students who achieved a 750 on the SAT and a 3.0 GPA. That student today we are no longer capable of enrolling; that student, by North Carolina General Administration standards, would be required to attend a community college.

In September, the Chancellor charged the Vice Chancellors and members of the Executive Leadership Team with developing a comprehensive yet specific list of Key Performance Indicators. In the packets that you received from us, there was a listing of those Key Performance Indicators. These indicators are indeed tied to the university's strategic plan, as well as the UNC General Administration's strategic plan. It is a set of metrics that we will use on an annual basis to determine our success. It is a set of tools that we will indeed use to measure the success of our leadership team, to include the Chancellor. I have had meetings with President Tom Ross, asking him to hold me accountable for these metrics. He shared with me that this is the first time that any Chancellor has come forward with a concrete plan that demonstrates on a year-to-year basis what success – a true definition of success – that is an operational plan tied to a strategic foundation.

Later this week, NCCU will be participating in a round-table with government officials, discussing what is college affordability, what is access, and what is quality. As a follow-up to the President's desire to have new metrics in place beyond retention, beyond a four-year graduation rate, a new system was indeed developed.

The Chancellor recognized Mr. Johnnie Southerland, Director of Strategic Planning, to present information regarding these metrics and affordability rankings. Mr. Southerland's presentation is attached.

Chancellor thanked Mr. Southerland for his presentation.

On October 13th – 19th, our campus welcomed alumni and guests for Homecoming 2013. She publicly thanked Ms. Anita Walton in Alumni Relations and Mr. Kevin Jones, in Student Affairs. During the homecoming weekend, we also acknowledged the largest class to date of new inductees in the Society of Golden Eagles, the Class of 1963. Nearly 103 members registered and were recognized during our Annual Founders Day, a celebration where we acknowledge those who are experiencing their golden anniversaries with us and our founder, Dr. James E. Shepard.

We took the time during Homecoming to be true to our motto, *Truth and Service*. In our service component, we held a bone marrow drive for one of our own Eagles, sophomore Sheldon Mba, who is in need of a bone marrow transplant. We had a swabbing experience, where we took swabs to see if there could be a match within our community. Sheldon is still waiting. I am delighted to say, however, that our efforts did receive national attention by being acknowledged in *USA Today*. Also during Homecoming, I took that as an opportunity to make a special appeal to our alumni.

We have 223 students who were unable to return to NCCU in August due to financial hardships. We made a solicitation there; we followed that up with an email solicitation, and we are continuing to receive funds. I am delighted to say that with funds and pledges we will be in a position to honor those students' return to us in the spring. We do need follow-through on those pledges, but I also want to share with you that this is the first time in our history where we are now receiving some gifts from some of our youngest alum. This initiative appears to have touched the hearts of many.

I also shared with you in September one of the aspects of my report will always include our students. Now, I'd like to invite to join me, highlighting the law school, Mr. Corey Mercer, a 1L and NCCU graduate of May 2013 and Clifton Morgan, who is a 2L in our School of Law.

The Chancellor then recognized and invited to the podium two law students – Corey Mercer, a 1L and NCCU graduate, and Clifton Morgan, a 2L – to speak about their NCCU experiences.

We are engaging students in shared governance perspective. In September, we launched a monthly meeting with the Senior Leadership Team and the student leadership representatives. In this meeting, we engage students in all the issues of their concerns. This is a monthly meeting that's run by students; it's their agenda.

On November 8th – 9th, twelve students participated in the 7th Annual HBCU Career Development Marketplace in Washington, D.C. This was North Carolina Central's first year attending, and the event provided opportunities to meet with corporations and government agencies, as well as develop and create a group presentation that was featured with 17 other participating schools.

On November 11th, the university chose to honor our veteran students. We really expanded Veterans Day to Veterans Week, where we served the students and their families. We had one of the first candle lantern ceremonies, we lifted our lanterns in respect and honor of those who served and continue to serve our country.

There are two days I love most on a college campus: One is convocation, when new students come in, and the second, obviously, is graduation. On December 14th, we will be welcoming many of you back to campus as we graduate over 600 bachelor's, master's, and juris doctorate degree students. The featured speaker is Annika Barnett. She is our first NCCU alumnae to graduate from Harvard's medical school, and she is in her first year of medical residency at Johns Hopkins Hospital in a pediatrics and anesthesiology combined residency program.

I want to take a moment of personal privilege if I could to talk more specifically about some of the accolades that have been afforded many colleges on our campus. In particular, the School of Education was awarded a \$1.16-million grant from the U.S. Department of Education, Office of Special Education Programs. The grant is entitled, "Equipped for the Future: Transforming Education for Students with Visual Impairment through Technology and Personnel Preparation." It is one of the largest that the school has received, and congratulations to Dean Lee and Dr. Harris who will coordinate this grant to ensure that we indeed fulfill our obligation and serve and provide students with those kinds of capabilities.

On October 24, I joined Dean Keith Piques in Washington, D.C., for the Executive Leadership Foundation Annual Recognition Gala, at which event we received a check for \$350,000 for the School of Business Summer Youth Business and Entrepreneurial Academy. We were the only school – only institution of higher learning so recognized.

On October 31, the Department of Nursing signed a Memorandum of Understanding (MOU) with Central Carolina Community College. It will allow us to have a partnership with a community college that will focus on obtaining a Bachelor's of Science degree in nursing.

Many of you were here on November 6th, as we recognized and celebrated the late Julius Chambers in B.N. Duke Auditorium. We had several individuals across the North Carolina landscape who came back to pay tribute to Chancellor Chambers. I want to also thank you as Trustees for joining the celebration from the Governor's office, where also Chancellor Chambers was awarded the Star of North Carolina Award.

Chairman Perry thanked the Chancellor for her report, Mr. Southerland for his accountability presentation, and the law students for their presentations.

AUDIT, FINANCE, AND FACILITIES COMMITTEE: Trustee Pope presented the Audit, Finance, and Facilities Committee report. There were several informational items.

Audit:

Ms. Ivanna Cole was introduced as the newly appointed Internal Auditor. Ms. Cole comes to the university with many years of accounting and auditing management experience. She is a Certified Public Accountant licensed in North Carolina and Virginia.

Vice Chancellor for Administration and Finance Wendell Davis provided the following updates:

- Biennial 2013-2015 State Budget Update as of October 31, 2013
 - The beginning balance for the State appropriation budget is \$84,084,488. The allocations/reductions to appropriations of \$820,023 result in an appropriation balance on October 31, 2013, of \$83,264,465.
 - The beginning balance for receipts is \$44,181,109. The increase to receipts total \$5,760,108 with a total receipt balance on October 31, 2013, of \$49,941,217.
 - The ending balances of the state appropriation base budget and the receipts base budget on October 31, 2013 combined equal Total Requirements of \$133,205,692.
 - In comparison to October 30, 2012, the Total Requirement balance was \$129,090,994, while in 2013 it is \$133,205,682.
- The Auxiliary Budget Report as of October 31, 2013, represents student fees collected for the fall and spring semesters with total revenue of \$26,840,968, total expense of \$13,639,840 and ending fund balance of \$26,714,047.

Facilities:

An update also occurred on the repairs to the Chancellor's residence, which is a state owned property. The repairs will be completed in three phases. Phase 1 has been out to bid, awarded, and work commenced with an expected

completion date of November 22, 2013. Phases 2 & 3 will be put out to bid once funding is secured (no state funding is being used on any phases on the project).

Mr. Zack Abegunrin gave a brief update on Capital Improvement Projects and our HUB participation rate. The current participation rate is 65%.

Mr. Abegunrin also reported that the current Energy Performance Contract savings is on target. There is an additional UNC System-wide Lighting Performance Contract issued to Johnson Controls by UNC General Administration. NCCU's portion of the project is estimated to be \$1,266,489.

ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Trustee Ruffin presented the Academic and Student Affairs Committee Report with several informational items.

Academic Affairs:

Dr. Bernice Duffy Johnson, Interim Provost and Vice Chancellor for Academic Affairs, provided an Academic Affairs update highlighting the following:

- Key Performance Indicators for the Academic Affairs Division: Student Success, Retention and Graduation Rates, Faculty Development, Cultural Development and Review, Academic Policies and Regulations, Cultural and Humanistic Advancement, Technology Relevance and Advancement, Community Engagement and Service;
- The School of Law was granted permission to plan the Center for Intellectual Property (Innovation, Development, Entrepreneurship and Artistic Expression Law);
- Title III Funding for the opening of the a new Digital Media Instructional Lab in January 2014;
- Regionally Increasing Baccalaureate Nurses (RIBN) A Collaborative Agreement between NCCU Department of Nursing and Central Carolina Community College;
- School of Education - Fill My BackPack 5K Run/Walk to ensure weekend food allocations to under resourced students in Durham Public Schools;
- Ten students attended the Thurgood Marshall College Fund Leadership Institute;
- The Executive Leadership Foundation awarded NCCU \$350,000 for the Summer Youth Business and Entrepreneurship Academy; and
- The NCCU Food Pantry Initiative will ensure that members of the NCCU family are secure in knowing there is a resource on campus for basic food and personal care items. The Food Pantry is located in the Dent Human Sciences Building.

Student Affairs:

Dr. Jennifer Wilder, Interim Vice Chancellor for Student Affairs provided a summation of Student Affairs activities:

- Ms. Sharon J. Lettman-Hicks, Executive Director of the National Black Justice Coalition visited NCCU on Friday, October 25, 2013;
- The NCCU LGBT Center was featured in an article in *The Chronicle of Higher Education* on October 28, 2013;

- On Saturday, November 16, 2013, one hundred students retraced the historic silent march for justice that occurred fifty years ago along Main Street to protest segregation;
- Three NCCU staff members and fourteen students attended the HBCU Career Development Marketplace in Washington, DC on November 8-10, 2013;
- The Residential Life current occupancy rate is 85% with 2,441 out of 2,850 beds filled. Residential Life began accepting the \$150 housing administrative fees on November 1, 2013;
- Continuing students will begin processing their 2014-2015 housing assignments on January 22, 2014; and
- Housing assignments for new students (2014-2015) will begin May 6, 2014.

BOARD OF TRUSTEES OF THE ENDOWMENT FUND: Chairman Perry presented the Endowment Fund Report. There was one (1) action item and one (1) information item.

Due to a lack of a quorum, the action item on the agenda for the Board of Trustees of the Endowment Fund, namely the minutes dated September 24, 2013, will be considered by the NCCU Board of Trustees as a Committee of the Whole at the full Board meeting to be held on November 20, 2013.

It was moved and properly seconded that the minutes dated September 24, 2013, be approved by the Committee of the Whole. The motion carried.

The committee heard from Wendell Davis, Vice Chancellor for Administration and Finance, who presented the University's Endowment report. He stated that the market value of the University's Endowment Fund as of September 30, 2012, was \$20,733,602 compared to \$23,853,507 as of September 30, 2013. This change reflects a market value increase of \$3,119,905 for the same period.

ADVANCEMENT AND EXTERNAL AFFAIRS COMMITTEE: Trustee Ruffin presented the Advancement and External Affairs Committee Report. There were several informational items.

The committee heard a presentation from Interim Vice Chancellor for Institutional Advancement Susan Hester. She noted gift year to date comparison for July 1, 2013 – November 15, 2013 is \$1,694,206 compared to July 1, 2013 – November 15, 2013 was \$1,143,151.

Within the division, other notable activities included:

- The Faculty/Staff Campaign has been reconstituted and has a goal of 100% participation. Presentations are being made to all departments and units through December 2013. The number of participating donors has increased by 11%;
- The Ruffalo Cody Phon-a-thon will kick-off November 26, 2013 with calls to 20,500 alumni;
- The Eagle Excellence Fund appeal letter was sent to 7,528 alumni via iContact with a message open rate of 19%;
- Major Gifts total \$599,841 and Estate Planned Gifts that were established total \$85,000. Estate/planned gifts commitments total \$927,000;
- Corporate commitments total \$425,000 and proposals submitted total \$1,581,850;
- A homecoming update was provided with the following information:
 - 103 alumni from the class of 1963 were inducted in the Society of Golden Eagles, which is the largest class to date; and
 - The inaugural Homecoming tailgate was held with over 228 participants;
- The Alumni Book Series will launch on Thursday, November 21, 2013, from 4:30 p.m. – 6:30 p.m. with the first author, Dr. Evelyn Wicker, '73, who has authored "Voices: Lincoln Hospital School of Nursing, Durham North Carolina 1903...";

- The NCCU Pre-Alumni Club has set its agenda and looking forward to continuing to lead the way with our student philanthropy efforts;
- NCCU vs. NC A&T tailgate will be Saturday, November 23, 2013. Pre-registration and a \$10 contribution are requested. Please visit www.nccu.edu/alumni for more information;
- Men's basketball will host an alumni night on Tuesday, January 7, 2014 against Hampton University; and
- The MEAC Tournament 2014 will be held March 10 – 15, 2014 in Norfolk, Virginia at the Norfolk Scope Arena.

INTERCOLLEGIATE ATHLETICS COMMITTEE: Trustee Barbee presented the Intercollegiate Athletics Committee Report. There were several informational items.

Trustee Barbee provided an introduction and an overview of the new Intercollegiate Athletics Committee (IAC).

The committee heard from Dr. Ingrid Wicker-McCree, Director of Athletics, and her staff, Etienne Thomas, Senior Woman Administrator, and Vincent Brown, Associate AD for Business & Finance, who presented an update on the department of athletics. They gave an overview of Key Performance Indicators (KPI) for the department of athletics and an update on the head football coach search.

Key Performance Indicators:

- Academic Success
- Competitive Success
- Institutional Control
- Student-Athlete Well-Being

Trustee Barbee concluded the meeting with discussing future key priorities for forthcoming meetings.

STUDENT GOVERNMENT REPORT: The Student Government Report was presented by Mr. Stefan Weathers. A copy of his full report is attached.

NATIONAL ALUMNI REPORT: The National Alumni Report was presented by Ms. Tania Davis. A copy of her full report is attached.

FACULTY SENATE REPORT: The Faculty Senate Report was presented by Dr. Harvey McMurray. A copy of his full report is attached

STAFF SENATE REPORT: The Staff Senate report was presented by Ms. Janet Bunch. A copy of her full report is attached.

Chairman Perry recognized two former Board of Trustees Chairs and Trustee Emeriti, Mrs. Kay Thomas and Mr. Ed Stewart, both of whom spoke briefly upon their recognition. Chairman Perry also recognized Mr. Donald Thomas, husband of Mrs. Thomas, who is an active and engaged alumnus and strong supporter of NCCU.

Trustee Avon Ruffin moved to go into closed session to consider the qualifications, competence, performance, or condition of appointment of a public officer or employee of prospective public officer or employee (NCGS 143-318.11(a)(6)); and to hear or investigate a complaint, charge, or grievance by or against a public officer or employee (NCGS 143-318.11(a)(6)). The motion was seconded by Trustee Paul Pope. The motion carried.

CLOSED SESSION

The Committee heard a presentation by Ivanna Cole, Director of Internal Audit, regarding pending audits and financial policies.

Next, the Committee heard presentations from Chancellor Debra Saunders-White and Attorney Melissa J. Holloway, both of whom provided updates on personnel matters.

There being no further business for closed session, it was moved and properly seconded to reconvene in open session. The motion carried.

OPEN SESSION

CHAIRMAN'S ANNOUNCEMENTS:

- The next Board of Trustees meeting will be a Special Call meeting on Thursday, December 12th, at 4:00 p.m. Reappointment, Promotion, and Tenure (RTP) and Tuition and Fee Structure will be the focus of that meeting. You will be receiving the materials well in advance of the meeting. Do you have a target date for sending those materials? We should receive them no later than December 1, 2013. Be on the lookout for those materials.
- The next regular meeting of the Board of Trustees is February 25-26, 2013.
- A reminder to the new Trustees that the 2013 Statement of Economic Interest is mandatory and must be completed and submitted to the Office of Legal Affairs. This information was included in your orientation packet.
- Also to the new Trustees, it is mandatory that you complete the North Carolina Ethics Commission education requirements. This information was also a part of your orientation packet.
- When you arrived for the meeting this morning, some members had their photos taken in the Office of Public Relations. If you did not, before leaving please stop by that office to have your photo taken.

Chancellor Saunders-White informed the Board that we will use their photos to create a Trustee wall in the Office of the Chancellor so that visitors may have a visual perspective of who the Trustees are.

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

Respectfully submitted:

Robin L. Hudson
Recorder