

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

APRIL 27, 2016

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 April 27, 2016. Chairman George Hamilton called the meeting to order at 9:10 a.m.

INVOCATION: Trustee Coleman gave the invocation.

ROLL CALL: Present: Mr. George Hamilton, Mr. John Barbee, Mrs. Karyn Wilkerson, Mr. Paul Pope, Ms. Joan Higginbotham, Ms. Olivia Robinson, Mr. Darrell Allison, Mrs. Oita Coleman, Dr. John McCubbins, Dr. Kenneth Tindall and Ms. Allyson Siegel, and Mr. Harold Epps
Absent: Mr. Michael Johnson

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 Barbee and properly seconded by Trustee Pope to approve the minutes dated February 24, 2016. The motion carried.

PRESENTATION OF RESOLUTION: Chairman Hamilton recognized Ms. Robinson to come forward to be presented with a Resolution commending her for her service to North Carolina Central University and to the Board of Trustees. Chairman Hamilton also presented Ms. Robinson with a gift. A copy of this Resolution honoring Ms. Robinson is attached.

POINT OF PERSONAL PRIVILEGE: Trustee Barbee and Chairman Hamilton personally congratulated and commended Trustee Robinson for her service on the Board and to the students at NCCU. She was effective, creative and will have a very bright future. Best wishes were extended.

NOMINATING COMMITTEE REPORT: Trustee Wilkerson presented the Nominating Committee Report. The Committee met on March 31, 2016, to fulfill its responsibility for presenting a recommended slate of officers to the NCCU Board of Trustees at its April 27, 2016, meeting. The Nominating Committee recommended a slate of officers for the 2016-2017 term as follows:

- Mr. George Hamilton, Chairman
- Mr. John Barbee, Vice Chairman
- Ms. Joan Higginbotham, Secretary

The election of NCCU Board of Trustees officers will be held at the June 29, 2016, meeting.

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 Saunders-White presented her report to the Board. Highlights of her presentation included the following:

UNC BOARD OF GOVERNORS- NEW STUDENT CENTER AND SCHOOL OF
LAW REPAIR

Chancellor Saunders-White was pleased to report that our proposal for a new student center was approved by the UNC Board of Governors at its April meeting. She is grateful for your support and advocacy as we worked to get this important project approved. The Board gave funding authorization of more than \$36 million dollars for the 100,230-square-foot center. Construction is anticipated to begin in 2017. This has been a two-year journey that is not over yet, as the proposal will next go before the State Legislature for approval of construction and financing plans. Our student body, the Division of Student Affairs, and the Division of Finance and Administration under the leadership of Dr. Miron Billingsley and Mr. Ben Durant and their teams are to be applauded for their hard work.

The Board of Governors also approved your recommendation for the issuance of special obligation bonds for \$2 million dollars in critical resources needed for emergency repairs and renovations to the NCCU School of Law. The building is more than 30 years old and bricks are falling off the side, posing a significant hazard to the university community. We anticipate beginning this project immediately after Commencement.

PRESIDENT SPELLINGS FOR UNC SYSTEM

Our university community hosted UNC President Spellings on April 1, and our students did a tremendous job of showcasing why North Carolina Central University is a crown jewel in the UNC system. In her comments about the visit, President Spellings noted: “In its history, its aspirations, and its commitment to diversity and excellence, NCCU hits the mark.” We thank many of you for joining us for a day that began with an extraordinary performance by our Jazz and Vocal Jazz ensembles, paused mid-point for a first-class luncheon prepared by our Hospitality and Tourism scholars, and ended with three impressive research poster presentations and a lab tour by some of our BRITE students.

CONNECT NC BOND

Approval of the Connect NC bond package by North Carolina voters represents a strong show of support for \$2 billion in critical investments for our higher education system and other state resources. Several of our students were asked to join Governor McCrory on March 16 as he thanked the state and highlighted each of the projects, including our School of Business that will benefit from the bond funding. We are working with UNC General Administration on next steps in the process to move forward on all the projects.

NEW AWARDS/PROJECT ANNOUNCEMENTS/ ACCOLADES

Chancellor Saunders-White would like updated the Trustees on a few new initiatives and accolades received by our academic affairs team.

In collaboration with SAS, we announced that our School of Law is establishing a new Intellectual Property Law Institute that will provide legal expertise, curriculum and training for students while serving the public interest. Analytics leader SAS has provided funding to help us launch the Institute. You heard a presentation at the Board retreat last year from Professor Charles Smith, who is serving as director of the Institute. Institute enrollees will gain practical legal experience by helping review suspect patents at the United States Patent and Trademark Office. They will be directly serving the public interest by invalidating patents that could be used to disrupt businesses – a practice that imposes significant costs on the U.S. economy. As you know, our School

of Law is one of only 11 law schools certified by the USPTO to offer both a Patent Clinic and a Trademark Clinic. The new Institute will work initially with industries in North Carolina, later expanding across the country to help improve patent quality and protect the intellectual property of universities, corporations and organizations. Congratulations are in order for our quiz bowl team members who advanced to the top four in the 2016 Honda Campus All-Star Challenge National Championship Tournament, winning a \$20,000 grant for the university. Zuri Gurganious, a senior geography major, was named as the tournament all-star after scoring an average of 52.5 points per game. This honor earned an additional \$1,000 award for our team. North Carolina Central University was identified as one of the top value colleges for online criminal justice programs in a recent ranking by College Values Online. The ranking looked at graduation and tuition rates using data that was gathered from the NCES College Navigator Database. NCCU ranked #13. The editor noted that the university's Bachelor of Science in Criminal Justice Online Completion Program addresses the needs of students looking to earn a baccalaureate diploma, as well as mid-career employees hoping to advance within the field.

As we look toward the 2016-17 academic year, we continue to see a significant increase in undergraduate applications, and that translates into more students paying enrollment fees early. Our applications have increased by more than 21 percent over last year.

GOOGLE OPPORTUNITY

NCCU has recently been invited by Google Fiber to participate in a special initiative called the Community Leaders Programs. The purpose is to build a sustainable web ecosystem and to improve local data and infrastructure by connecting communities, businesses, entrepreneurs, and nonprofits with student talent. The program will provide real-world, hands-on experience for students to consult with individuals in the community, while also providing professional development and exposure to careers at Google and online-tools training. Our Eagles will get the chance to work with leading nonprofits to train community members and make a lasting impact in their community. In the process they will be obtaining relevant skills they will be able to use throughout their academic and professional careers.

The planning is currently underway, and we hope to have 10 to 15 students involved starting in Fall 2016.

MAY: 127th COMMENCEMENT

On May 13th and 14th, we will award baccalaureate and graduate and professional degrees to what may be the largest graduating class in the history of NCCU. We anticipate conferring degrees to 700 undergraduates and approximately 350 graduate candidates. The speaker for our Graduate and Professional Ceremony on Friday, May 13th, will be NCCU alumnus Dr. Elmira Mangum, President of Florida A&M University. On Saturday, May 14th, U.S. Senator Cory Booker, the son of the late NCCU alumnus Cary Booker, will deliver the Commencement address to those graduating in the class of 2016. Chancellor looks forward to having you join us for both ceremonies, as well as at the reception for graduates and their families on May 13th.

STUDENT HIGHLIGHT

In August 2015, we launched a new one-year advanced-standing program for students pursuing a master's degree in Social Work. The advanced standing option runs from May to May and is open to students who hold a bachelor's degree in social work. One student in the program is Ms. Aquicha Duff. Aquicha earned her Bachelor of Social Work degree from UNC Greensboro last year with a 4.0 GPA. A single mother of a three-year-old daughter, Mariah, Aquicha said, "Academic excellence has always been very important to me, so before I began this journey I wanted to ensure I would have the full support of my family." She did have that support and she will earn her Master's on May 13. She says coming to NCCU and entering this program has been one of the best decisions she's ever made. Ms. Duff shared her personal experiences at NCCU.

Ms. Duff, you are an inspiration! Early congratulations and I look forward to presenting you with your degree on May 13th!

Chairman Hamilton thanked Chancellor Saunders-White for her report.

COMMITTEE REPORTS

ACADEMIC AND STUDENT AFFAIRS:

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

STUDENT AFFAIRS

Dr. Miron P. Billingsley, Vice Chancellor for Student Affairs, presented an overview of the Office of Career Services and Outreach.

The overall goal is to ensure 100% of NCCU graduates are gainfully employed or accepted into their first choice graduate school and this goal will be accomplished by focusing on the following objectives:

- Strengthen and expand Employer Relations Program
- Expand experiential education opportunities
- Improve career development programming; and
- Enhance campus collaborations

Further Vice Chancellor Billingsley presented the Four-Year Career Plan, which includes four phases and outcomes:

- The Discovery Phase- clarify major and career goals
- The Branding Phase – investigating opportunities and possibilities
- The Engagement Phase- gain experiences
- The Connecting Phase – meet industry professionals

RESEARCH AND ECONOMIC DEVELOPMENT

Next, Dr. Undi Hoffler, Interim Vice Chancellor for Research and Economic Development provided the following update. As of March 31, 2016, proposals were submitted totaling \$44,317,645.52. NCCU earned awards totaling \$17,420,505.00.

NCCU is committed to further diversifying its sponsored research portfolio to include contracts and has made purposeful steps towards achieving this goal. Engagement with NASA led to NCCU being selected as the first location for their HBCU/MSI Technology Infusion Road Tour. The purpose of the Tour is to identify HBCUs and MSIs that could potentially earn subcontracts/contracts from NASA and/or its Prime Contractors positioning NASA to meet its agency-wide mandate of 1% of the value of their subcontracts/contracts be awarded to HBCUs and MSIs. To date NASA has not met this goal.

Dr. Hoffler also introduced the concept of the Eagle Angel Network (EAN) which will connect alumni, friends and other members of NCCU's investment community with promising NCCU-affiliated early-stage private companies for the purpose of facilitating

angel investments. It is modeled after a similar angel investment network at Duke University. The proposed NCCU network, targeted to begin in fall 2016, is being reviewed by Legal Affairs.

ACADEMIC AFFAIRS

Dr. Johnson Akinleye, Provost and Vice Chancellor for Academic Affairs presented the 2016-2021 Academic Affairs Strategic Plan.

Provost Akinleye noted that Chancellor Saunders-White presented the charge during the University Conference in August 2014 to Academic Affairs to develop a five year Academic Affairs Strategic Plan. He added that a Strategic Planning Committee was formed representing a broad spectrum of the University and then outlined the key components of his charge to the committee and the components of the planning process. Core values and objectives were established. Eighteen focus groups and two town hall sessions were conducted. A draft plan was presented to the Board of Trustees Advisory Team, who provided detailed feedback and the following recommendations:

- Connect Academic Affairs Strategic Plan to the NCCU 2020 Strategic Plan
- Include a statement about building and sustaining external partnerships
- Include a statement about implementation and evaluation processes
- Prioritize strategies and streamline the document
- Align costs with strategies

The Provost, key administrators, deans and faculty incorporated the recommendations into a revised document. The revisions included:

- Reduction from 7 goals to 5
- Reduction of core values from 5 to 4 and
- Reduction in strategies from 139 to 71.

Next, Provost Akinleye highlighted the Big Ideas in the plan and the accompanying costs. The total costs for implementation of the Academic Affairs Strategic Plan will be approximately \$1.8 million.

The committee agreed to provide further review and recommendations for consideration at the June meeting.

ADVANCEMENT, ATHLETICS AND EXTERNAL AFFAIRS COMMITTEE

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

ATHLETICS

A presentation was made by Dr. Ingrid-Wicker McCree, Director of Athletics. highlights of her presentation included:

- Dr. Wicker-McCree recognized the Athletics Academic Support Team for assisting our sports programs in attaining national recognition of our APR scores. Three teams, women's tennis, women's track and field and baseball achieved perfect scores.
- The Summary of Athletics Fees for 2016-17 amongst the UNC System Division I institutions was discussed.
- An updated Comparison of Revenues, Expenses, Institutional Support, and Self-Generated Revenue for UNC System Division I Institutions and MEAC institutions were provided.
- The financial value-add of athletics:
 - There are a total of 281 athletes with 88 receiving full scholarships; 103 are walk-ons; and 90 receive partial scholarships.
 - These 193 walk on and partial scholarship student-athletes contribute \$2,969,988 to the University in fees, board, housing and tuition.

ADVANCEMENT

A presentation was made by Dr. Harriet F. Davis, Vice Chancellor for Institutional Advancement. Vice Chancellor Davis presented the following:

- The third quarter results for FY 2016 KPI 5 are:
 - The fundraising goal is \$6.5 million; to date, we are 80% of goal, at \$5.3 million.
 - The alumni giving goal is \$2.4 million, and we are currently at 59% of goal, achieving \$1.42 million.
 - The Faculty/Staff Giving goal is 90% participation, and we have accomplished 78% of the goal.

- The Expanding the Brand goal is 15 national media placements (earned), and we have attained 11 media national media placements.
- The Division started preliminary work on the Branding Initiative by meeting with several branding agencies and selected Engine Brandmakers.
- Deliverables being requested include a value statement, key messages, tagline, logo, and branding identity for NC Central online.
- The project will be completed in three phases: Phase 1 – Research and Strategy; Phase 2 Creative Development; Phase 3 – Production and Execution. The division will work to complete and present Phase 1, and begin Phase 2 by the June Board meeting.
- The Capital Campaign consultant company has their engagement with NCCU stakeholders.
- Marts and Lundy the Capital Campaign readiness assessment.
- The final assessment with recommendations from Marts and Lundy will be presented at the June 2016 Board retreat.

AUDIT, FINANCE AND FACILITIES COMMITTEE:

Trustee Epps presented the Audit, Finance and Facilities Committee Report. There were several informational items.

AUDIT

Internal Auditor, Robert Gaines provided a brief update of University Audits. To date, Internal Audit has completed two planned audits, and six special review - unplanned audits. The Auditor's Office also has several projects in the planning stages.

FINANCE AND FACILITIES

Vice Chancellor for Administration and Finance Benjamin Durant provided the following updates:

- A review of the state budget through February 2016 as well as projections for year end was provided. It was noted that the University expects to be within 97% of the tuition revenue budget.
- A discussion on the state budget outlook was held. A summary of the enrollment growth was given. It includes an overall decrease in appropriations of \$146,000 and realigns our tuition receipts to match the projected enrollment. The potential cut to advancement is still on the table. General Administration and the

campuses continue to work on rescinding this legislation. With the management flexibility reduction, NCCU's potential state fund reduction would be \$2.54 million.

- The Auxiliary financials were reviewed. Based on current trends and conservative budgeting, the University expects to gain approximately \$2.6 million to the fund balance.
- Information was shared on the approximately \$80 million in upcoming projects that NCCU has scheduled. They include the new student center, the new school of business, \$10.5 million in approved infrastructure projects, renovations to Baynes Hall and replacement of bricks on the façade of the law school building.
- There was a discussion on our current ability to manage the large scope of capital projects. It was noted that we do have the capacity and where the University needs assistance, it will be provided.

EMERITI COMMITTEE

Trustee Higginbotham. The Committee had one (1) action item.

It was moved by Trustee Coleman and properly seconded by Trustee Pope to approve the minutes dated February 26, 2016. The motion carried.

ENDOWMENT FUND

Chairman Hamilton presented The Board of Trustees of the Endowment Fund Report. There were several informational items.

The University's Endowment report was presented to the committee by Vice Chancellor Ben Durant. The UNC Management Company Fund had a performance return of (2.92) for Fiscal Year 2016. Piedmont Investment Advisors had a performance return of 1.71.

The market value of the University's Endowment Fund as of March 31, 2016, was \$28,827,433 compared to \$29,363,774 as of July 01, 2015. This change reflects a market value decrease of (\$536,341) or (1.83%) for fiscal year 2016.

GOVERNANCE COMMITTEE

Trustee Wilkerson presented the Governance Committee Report. There was one (1) informational item.

The Governance Committee meeting presented a proposed Skill Inventory Survey at its February 2016 meeting. The purpose of the Skills Inventory was to determine areas of expertise among the current NCCU Board of Trustees and to identify gaps that need to be addressed.

The Skills Inventory included:

- Background information
- Experience and Expertise
- Board of Trustees Experience

During this time there was considerable discussion and other areas of expertise were identified. Comments were very favorable and the Board indicated it was a valuable tool. The revised document was circulated and a request to complete and return to Trustee Wilkerson along with the trustees resume.

Each Trustee completed the survey and the results were sent to and prepared by the Office of Research, Evaluation and Planning. The results were included in your April Board of Trustees materials.

Trustee Johnson expressed the importance of building external relationships; ensure strategies for increasing academic achievements; leadership; tenure; next class of trustees; community involvement; establishing our presence; infrastructure planning; and last, but not least, addressing the needs of NCCU.

The information will be very useful when we search for new board members to recommend for appointment as well as succession planning for officers and committee assignments,

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

NATIONAL ALUMNI REPORT: The National Alumni Report was presented by Mr. David Avery, 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. A copy of her full report is attached.

STAFF SENATE REPORT. The Staff Senate Report was presented by Ms. Demetria Robinson. In Ms. Robinson's report she shared with the Trustees that Ms. Janet Bunch, Chair of the Staff Senate, will be retiring in July after 35 years of service. The Board of Trustees applauded and thanked her for her outstanding service.

A copy of her full report is attached.

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

CLOSED SESSION

Recognize Chancellor Saunders-White.

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

OPEN SESSION

When reconvened in Open Session, the Chairman made the following announcements:

- The next Board of Trustees meeting is June 28-29, 2016.
- The UNC Board of Governors meetings are:
 - May 26-27, 2016, Chapel Hill
 - July 28-29, 2016, Chapel Hill
 - September 8-9, 2016, UNC Greensboro

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

Respectfully submitted:

Dottie Fuller
Recorder