

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

**SEPTEMBER 25, 2019**

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 Wednesday, September 25, 2019. Chairman Holloway called the meeting to order at 9:00 a.m.

**NOTE:** At the NCCU Board of Trustees Committee meeting held on September 24, 2019, in accordance with NCCU Board of Trustees By-Laws, the Board of Trustees elected Trustees Allison, Bell, Chadwell and Walker to serve on the Endowment Fund. Further, the Board of Trustees elected Trustees Herrera and Wilkerson to serve on the Executive/Personnel Committee.

**INVOCATION:** Trustee Johnson gave the invocation

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

Absent: Ms. Allyson Siegel

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

**APPROVAL OF THE MINUTES:** It was moved by Trustee Johnson and properly seconded by Trustee Coleman to approve the minutes dated June 26, 2019 and July 2, 2019 Coleman. 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.

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

### **ACKNOWLEDGE PASSINGS OF EAGLES**

Chancellor Akinleye began his report by acknowledging two members of the North Carolina Central University community whose passing we mourned in August. The first is Trustee and Alumnus Isaiah Tidwell, whose life was celebrated in Atlanta on August 9. He was a dedicated alumnus and contributor to his alma mater.

We also remember Alumna Carolyn Marie Smith Green who was honored in Henderson on August 14. Alumna Smith Green was the granddaughter of our founder, Dr. James E. Shepard. I would like to thank Chairman Holloway for attending both services and representing the Board of Trustees. Both of these esteemed Eagles will be missed.

### **WELCOME NEW BOARD MEMBERS**

Three new members officially joined the Board of Trustees yesterday, and Chancellor recognized each namely: Mr. Bill Bell, former Mayor of Durham and executive vice-president and chief operating officer at the UDI Community Development Corporation; Mr. Keith Chadwell, Deputy City Manager for Durham; and Attorney Roderick Allison, founder of The Allison Office Law Firm. We look forward to working with each of you over the course of your appointment.

### **2018-2019 HIGHLIGHTS**

During the committee reports, you heard updates on several important initiatives and milestones we have accomplished during the last academic year. Just two of the numerous highlights are the \$33.1 million that was generated by our Division of Sponsored Research and researchers throughout the campus, especially those in our two research institutions, and the impressive \$8.9 million total raised in private fundraising support.

### **FALL 2019 ENROLLMENT**

In August, we welcomed 1,534 first-year students to our sloping hills and verdant green. Additionally, we now have more than 1,460 students enrolled in our School of Graduate

Studies and 364 Law students. We exceeded enrollment objectives in several of the university's growth areas. While many of our new Eagles had a variety of options, they intentionally selected NCCU, and it is our job to ensure they are successful.

### **U.S. NEWS & WORLD REPORT RANKINGS**

U.S. News & World Report rankings were released two weeks ago and NCCU was listed as No. 11 among the 76 HBCUs included. We also maintained our spots from the previous year as the third-highest-rated public HBCU in the U.S. and second-highest among North Carolina HBCUs in the 2020 rankings.

In the category of southern regional colleges, the university ranked No. 21 among top public schools and rose to No. 54 overall out of 122 schools ranked.

Additional high rankings that NCCU received as at top regional university in the south included:

- No. 7 as a Top Performer on Social Mobility
- No. 24 in delivering the Best Undergraduate Teaching
- No. 44 in Best Value Schools

### **CAPITAL PROJECTS**

- NCCU P3 projects are progressing on schedule.
  - Currently, construction continues on the George Street Residence Hall and will continue through June 2020, with an estimated project completion date of August 2020.
  - Construction is underway on the Chidley Residence Hall and will continue through June 2020. The anticipated project completion date is August 2020 for this P3 project as well.
  - Abatement on existing buildings that are part of the Lawson Street Residence Hall is expected to begin in October 2019, with demolition of those buildings scheduled for December 2019. Construction will then commence in January 2020 and will continue through May 2021. This project is scheduled to be completed in July 2021.
- We continue to diligently work on plans for the New School of Business with our design partner, Vines Architecture.
- Lastly, we are also making significant progress on the New Student Center. Construction began in April 2019, and we have an estimated project completion date of November 2021.

## **UNC SYSTEM HMSI AND UNC-TV SHOW TAPING**

The UNC Board of Governors Committee on HMSIs has been working on a collaborative marketing initiative involving the state's HBCUs, UNC Pembroke and UNC TV. The goal of this effort is to elevate our institutions' brand in four categories: Innovative Programs, Initiatives and Culture; Access and Affordability; Collaboration with Industry and Research; and Employment on the ROI. A roundtable discussion was taped in front of a live studio audience featuring all the HMSI chancellors, UNC System Interim President Bill Roper, Board of Governor Member Darryl Allison and Board of Governors Chairman Harry Smith on August 21. The 60-minute show will air on UNC-TV on the dates listed on the screen. The Office of Communications and Marketing will be sending correspondence and reminders to the public to encourage individuals across the state to tune into this program and hear this important dialogue. Thanks to Chairman Holloway for attending the taping!

### **STUDENT HIGHLIGHT: NY'QUASIA BROWN**

Next, Chancellor invited Ms. Ny'Quasia (NY-QUA-SHA) Brown forward. She was mentioned at the last meeting, as she is a 16-year-old, first-year student who earned more than \$1.5 million dollars in college scholarships and chose to attend North Carolina Central University. Ms. Brown shared her story about why she chooses NCCU and how she quickly became an engaged member of the university community.

## **COMMITTEE REPORTS**

### **ACADEMIC AND STUDENT AFFAIRS COMMITTEE**

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

### **ACADEMIC AFFAIRS**

At the NCCU Board of Trustees Academic and Student Affairs Committee meeting held in June 2019, Dr. Monica Leach, Senior Associate Vice Chancellor for Enrollment Management and Academic Affairs presented the 2019 Enrollment Preview. Following her presentation, the Board of Trustees requested Dr. Leach provide an Enrollment Update at the September 2019 meeting. Her update included the following:

### Cheatham-White Scholars

- Classification
- Average Test Scores
- Financial Commitment
- Scholarship Fund
- NCCU Scholarship Match
- Legislative Commitment
- Operational Fund
- Operational Match
- A video presentation of the Cheatham-White Scholars international trip to Budapest, Hungary was shown.

### Enrollment 2019

- Undergraduate – 6,101
- Graduate -1,546
- Law – 364

### Enrollment Highlights for 2019

- Transfer students – Up 6.5%
- Distance Education Students – Up 35.4%
- Graduate Students Masters- Up 10.6%
- Graduate Students Ph.D. – Up 12.5%
- Hispanic Students Undergraduate – Up 3.2%
- Hispanic Students Graduate – Up 53.6%

### First Time Freshmen and Transfer 2019

- New Freshmen – 1,040
- Transfer – 587

### Distance Education Student Credit Hour

- Fall Enrollment
  - Graduate/Professional 549
  - Undergraduate 782

## **STUDENT AFFAIRS**

Dr. Angela Coleman, Vice Chancellor for Student Affairs presented the Division of Student Affairs update. Highlights of her presentation included the following:

- Department of Residential Life – Fall 2019 Housing Inventory

- Total students -2,680 - Occupancy Rate: 97%
- P3 Project Objectives
  - Increase housing options to implement NCCU POL-40.08.1- On campus residency requirement for first-year and sophomore students
  - Add new apartment option (Chidley South) and two new suite style halls (Lawson Street and George Street)
  - Provide additional space to house upperclassmen – graduate and law students on campus
  - Add learning and dining facilities aligned with the needs of the 21<sup>st</sup> century student

Dr. Coleman also included in the Board of Trustees packet, the Division of Student Affairs 2018-2019 At-A-Glance.

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

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

### **ATHLETICS**

Dr. Ingrid Wicker-McCree, Director of Athletics, presentation included the following:

Her report provided a brief overview of 2019 NCCU Student-Athlete demographics which included freshmen student-athlete academic profile and scholarship data of all student-athletes. Also brief summary of the student-athlete experience during the women’s volleyball excursion to Prague, Czech Republic in June 2019

Dr. McCree introduced and recognized the Volleyball Team Coaches Jody Brown and Emma Celentano along with players McKayla Young and Kennedy White.

Further, Dr. McCree’s report provided information as required by the UNC System Board of Governors to be presented annually to the NCCU Board of Trustees and the UNC Intercollegiate Annual Report. This NCAA Financial Dashboard provided information regarding financial trends of revenues and expenditures for five years. The report provided the Trustees a view of various financial trends over the past five years in comparison to the MEAC Conference, NCAA

Football Championship Subdivision (FCS) and NCAA Division I (all member institutions). This supplemental information also provided a two-year budget projection, as the NCCU Department of Athletics continues to increase self-generated revenue

annually through ticket sales, privately-raised dollars, sponsorships, and game day related revenue (parking, concessions, vending, tailgating and rental income).

## ADVANCEMENT

Dr. Harriet Davis, Vice Chancellor for Institutional Advancement presentation included the following:

- 4<sup>th</sup> Quarter Report
  - FY 2019 Fundraising Goal
  - FY 2019 Alumni Giving Goal
  - Three-year YTD Comparison – Cash and Pledges
  - FY 2020 Strategic Goals
    - Goal #1:
      - Expand philanthropic support to the university, raising \$10 million by the end of 2020.
    - Goal #2:
      - Increase alumni donor participation by 5%
    - Goal #3:
      - Identify agency to conduct a Capital Campaign Feasibility Study in preparation to launch a Comprehensive Campaign
    - Goal #4:
      - Create an alumni registry by partnering with the Office of Career Services and Outreach in collaboration with Student Employment and Outreach Committee (SEOC)

## **AUDIT COMMITTEE**

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

Yesterday, Mr. Robert Gaines, Internal Auditor presented the following:

- Unplanned Internal Audit Activities as of FY19 and FY20
- Planned Internal Audit Activities as of FY19 and FY 20
- Enhancement to the New Internal Audit Report Format
- Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act.

Reports generated by the Internal Auditor's Office will be forwarded to the NCCU Board of Trustees Audit Committee members after the internal reporting process has been completed.

The Trustees also requested of Mr. Gaines at the next Board of Trustees meeting he provide the process for the audit reports.

## **FINANCE AND FACILITIES COMMITTEE**

Trustee Johnson presented the Finance and Facilities Committee Report. There were several informational items.

### **FINANCE**

Vice Chancellor for Administration and Finance, Dr. Cornelius Wooten presented the General Fund and Auxiliary Fund Summary as follows:

FY 2018-2019 – General Fund - A total of \$42.6 million was realized in regular term tuition revenue as of June 30, 2019. This amount represents a short fall of \$4.4 million or 90.6% of the authorized budget.

Carryforward dollars at year-end totaled \$1.9 million. This amount included \$1.5 million from second summer session prepayments.

FY 2018-2019- Auxiliary Budgets - Total revenues related to the Auxiliary Budgets at year-end was \$48.7 million. Total expenditures for the same period totaled \$51.5 million. Auxiliary Fund balance as of June 30, 2019 decreased by \$2.8 million from \$20.7 million to \$17.8 million.

FY 2019-2020 – General Fund - The general fund (State) budget has not been approved by the General Assembly as of August 23, 2019. NCCU is currently operating on a continuance budget whereby the University's fiscal year 2018-2019 budget is serving as the basis for continued funding and general operations.

Once approved, funding of 1% for SHRA employees' merit increase will be included in the 2019-2020 general budget. However, no funding provisions for EHRA employees' merit increase are provided.



The UNC System has moved to an actual funding status. This means that fiscal year 2019-2020 will serve as the base year for future funding. Consequently, NCCU will not be provided any additional enrollment funding for fiscal year 2019-2020.

FY 2019-2020 - Auxiliary Budgets - Total revenues related to the Auxiliary Budgets at year-end was \$48.7 million. Total expenditures for the same period totaled \$51.5 million. Auxiliary Fund balance as of June 30, 2019 decreased by \$2.8 million from \$20.7 million to \$17.8 million.

FY 2019-2020 - Funding Repair and Renovation and Capital Funding - In fiscal year 2019-2020, the University is slated to receive approximately \$2.4 million in funding for repair and renovation costs and \$810, 000 to support the renovation for the Lee Biology building. The biennium funding for the Lee Biology building renovation project will equate to \$2.8 million.

Tools To Assess NCCU's Financial Health - The UNC System Office Personnel plans to update the Board of Governors data dashboards for the September 2019 meeting. Over the past several months, the System Personnel has collaborated with all the campuses' CFOs and their staff in preparation for the development of Key Performance Indicators (KPIs).

It is anticipated that in the future, the office of the Vice Chancellor for Administration and Finance will be using the KPI dashboard data as well as other national recognized assessment standards. These data marts would be used on an on-going basis as an integrated tool for reporting purposes and to help assess the overall financial health and viability of North Carolina Central University.

Capital project update:

- Student Housing – P3
  - (1) George Street – projected completion – July 2020
  - (2) Chidley South- projected completion – August 2020
  - (3) Lawson Street-begin construction Oct. 2019, projected completion – July 2021
- New Student Center- projected completion- Nov. 2021
- New School of Business – External redesign in process. The Board of Trustees has the sole authority to approve the design of the New School of Business pursuant to The Code of the University of North Carolina. The authority of the Board of Trustees may not be delegated to the Chancellor. Chancellor resolves any outstanding issues.

Next, Ms. Leach Kraus, Chief Information Officer presented Information and Technology Security Update. A brief overview of the 2018-2019 IT Security related activities for NCCU included:

- NCCU Information Security Council chaired by the Chief Information Security officer, is comprised of stakeholders from the following divisions and departments: Chief of Staff's Office, Academic Affairs, Administration & Finance, Campus Police & Public Safety, Communications & Marketing, Legal Affairs, Internal Audit, Student Affairs, Human Resources and Information Technology Services. The council observes quarterly meetings.
- Multi-Factor Authentication Deployment. The Board of Governor's Policy 1400.3 requires that each institution implement strategies to mitigate risks associated with identity management and access control.
- Cybersecurity Program Review encompassed all aspects of an effective cybersecurity program based upon industry standards and best practices.
- IT Security identifies core efforts to safeguard the confidentiality, integrity and availability of our staff and student's data. IT Security has facilitated security awareness of cyber security issues through presentations to The Technology Institute for Educators, Technopalooza, General Council, IT Security committee, HIPAA Committee and other senior leadership groups.
- Risk Management is a process that continually assesses information technology associated risks and provides guidelines for identifying threats to the network, applications or project implementations.

## **ENDOWMENT FUND**

Chairman Holloway presented The Endowment Fund Report. There were several informational items.

Vice Chancellor Dr. Cornelius Wooten presented the University's Endowment report. The University's Endowment report was presented to the committee by Dr. Cornelius Wooten, Vice Chancellor for Administration and Finance.

The UNC Management Company Fund had a performance return of 7.43% for Fiscal Year 2019. Piedmont Investment Advisors had a performance return of 9.87%.

The market value of the University's Endowment Fund as of June 30, 2019, was \$39,525,319 compared to \$36,629,410 as of July 01, 2018. This change reflects a market value increase of \$2,895,909 or 7.91% for fiscal year 2019.

The Asset Strategy Consultant, Sara Morgan presented an updated review of the investment portfolio for the University's Investment. On a cumulative basis since the rebalance, the UNC portfolio has returned 12.6% and outperformed its benchmark by 3.5 %. Piedmont returned 8.7% and underperformed its benchmark by -4.6%. The diversification of the portfolio is important. NCCU should consider reducing its spending policy as a 5.5% rate will be a challenge to sustain.

## **GOVERNANCE COMMITTEE**

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

General Counsel Hope Tyehimba presented revisions to the NCCU Board of Trustees By-laws, namely, purpose, membership, officers, election, annual meetings, parliamentary authority, subordination to University Code, appointment and compensation, discharge or suspension, personnel policies, chancellor selection and property and buildings.

It was moved by Trustee Wilkerson and properly seconded by Trustee Johnson that the NCCU Board of Trustees Governance Committee approve the revisions to the NCCU By-Laws as amended. The motion carried.

Chairman Karyn Wilkerson presentation included;

Three (3) central responsibilities of the Governance Committee, namely:

- To build and maintain a strong and effective Board of Trustees
- To ensure the board is staffed with the right capabilities
- To implement best governance practices to help the board continuously improve

Desired Outcome - To build a strong, effective Board through:

- Board Governance policies and process development
- Assessment and Recruitment of Board members
- Orientation and Education programs
- Board assessments

The Trustees next participated in a group exercise entitled "Two Truths and One Lie" which presented an opportunity for each trustee learn a little something about their colleagues.

## **EXECUTIVE/PERSONNEL COMMITTEE**

Chairman Holloway presented the Executive/Personnel Report. There was one (1) action item.

Yesterday, in Closed Session, Chairman Holloway recognized Interim Provost and Vice President for Academic Affairs Dr. Patrick Liverpool who presented one (1) candidate for conferral of tenure. Background materials were provided.

It was moved by Trustee Tindall and properly seconded by Trustee Johnson that the NCCU Board of Trustees recommend approval of one (1) candidate for conferral of tenure and forward all background materials to the UNC Board of Governors for final action. The motion carried.

**STUDENT GOVERNMENT REPORT:** Trustee Brandon Hedgebeth, SGA President presented The Student Government Association report. (Copy attached)

**NATIONAL ALUMNI REPORT:** Mr. Samuel Cooper, President, NCCU National Alumni Association presented his report. (Copy attached)

**FACULTY SENATE REPORT:** Dr. Russell Robinson, Chair, Faculty Senate presented the Faculty Senate Report. A copy of his report is attached.

**STAFF SENATE REPORT.** Ms. Sharnia Herbin presented the Staff Senate Report. (Copy attached)

**NOTE:** At the NCCU Board of Trustees Retreat held on Monday, September 24, 2019, there was discussion regarding board materials being sent electronically and also considering restructuring Committee Meetings and Full Board meetings to a one (1) day session. Chief of Staff All Zow distributed potential Committee Restructure Schedule consisting of six (6) options. Chairman Holloway recognized Chief of Staff Zow

The Trustees were very receptive to the one (1) day schedule along with receiving Board of Trustees materials electronically. Chairman Holloway appointed Trustees Tindall and Coleman along with Chief of Staff Zow to assist with the arrangements for future meetings.

## **CHAIRMAN'S ANNOUNCEMENTS:**

- Also last Friday the UNC Board of Governors elected Mrs. Hellena Tidwell to serve the remainder of her husband's term which expires in 2023. Mrs. Tidwell will be sworn in at the NCCU Board of Trustees meeting in November.
- Our own Trustee Michael Johnson will be formally installed this Friday at the National Black College Alumni Hall of Fame induction ceremony in Atlanta.
- October 14-15, 2019 - Fall Break
- Reminder you can register to participate in the UNC Board of Governors Workshop for Trustees to be held on October 17-18 at UNC Charlotte. To date seven Trustees have registered. Mrs. Fuller can provide you the details to register.
- November 8, 2019 – Founder's Day/Convocation
- November 9, 2019 - Homecoming

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

Respectfully submitted:

Dottie Fuller  
Recorder