

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

**SEPTEMBER 27, 2017**

The NCCU Board of Trustees convened in the Emma Marable Conference Room in the William Jones Building on the campus of North Carolina Central University on September 27, 2017. Chairman Hamilton called the meeting to order at 9:00 a.m.

**INVOCATION:** Trustee Coleman gave the invocation

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

**OPEN SESSION**

**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 Wilkerson and properly seconded by Trustee Barbee to approve the minutes dated June 28, 2017 The motion carried.

**CHAIR'S REMARKS:** Chairman Hamilton informed the Board, as Chair, it is his responsibility to remind all members of the Board of their duty under the State Government Ethics Act to avoid conflicts of interest and appearances of conflict of interest as required by this Act. Each member has received the agenda and related information for this Board of Trustees meeting. If any board member knows of any conflict of interest or appearance of conflict with respect to any matter coming before the board of trustees at this meeting, the conflict or appearance of conflict should be identified at this time. No conflict was presented.

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

## NEW APPOINTMENTS

Chancellor Akinleye introduced Dr. Jimmy Tate, the new chief of staff for NCCU. Dr. Tate joined our university after serving as president of Roanoke-Chowan Community College in Ahoskie. He has an extensive career that spans more than 20 years in higher education.

Dr. Eun Park began on September 2th as the new Associate Provost/Dean, Division of Research and Sponsored Programs. He came to NCCU from Kennesaw State University where he served as special assistant to the vice president for Research and the Graduate College, managing academic, student and research affairs.

## HIGHLIGHTS FROM 2016-2017 ACADEMIC YEAR

In the coming weeks, the Trustees will receive a copy of the 2016-2017 Chancellor's Report. The document highlights many of our achievements and accomplishments from the last fiscal year. A few of these accolades are showcased on the slide.

## CLASS OF 2021

As discussed during yesterday's committee meetings, we have been very successful in strategically growing our student enrollment over the past three years. In August, we opened the 2017-2018 year by welcoming nearly 1,780 new first-time freshmen and transfer students, which is a 12.4% increase over the 2016-2017 year.

- This represents the results of our strategic enrollment growth that was presented to UNC General Administration.
- The academic profile of this class is strong, with average GPAs of 3.26 and SAT scores of 954.

## NCCU 2020 STRATEGIC PLAN

- Many objectives have been met;
- Assessment of NCCU 2020 underway; Presentation to the Board of Trustees in November 2017;
- Preparations underway for decennial re-accreditation in 2019; and
- Development of new Strategic Plan will commence in January 2018
- Will include broad participation from the campus community, including students, faculty, staff, board, alumni and other key stakeholders

- Approval needed from Board of Trustees

### MASTER PLAN

- Current Master Plan developed in 2005; Updated in 2007
  - Updated again in June 2017 to include:
    - Two new capital projects
    - School of Business
    - Student Center
    - Properties and homes acquired in areas surrounding NCCU
- Next Steps
  - NCCU is launching a new Master Plan
  - Development will begin in October 2017 with an estimated completion in Spring 2018

### UNC SYSTEM HIGHER EXPECTATIONS STRATEGIC PLAN

- I. Access and Student Success
- II. Economic Impact and Community Engagement
- III. NCCU Brand and Reputation
- IV. Security and Safety
- V. Infrastructure and Business Operations

### STUDENT HIGHLIGHTS

- Chancellor Akinleye recognized a December 2016 graduate of North Carolina Central University, Mr. Frank Rider III.
- Chancellor met Mr. Rider last week during a presentation at BRITE as the NC Legislative Joint Life Science Caucus visited and toured the research institute.
- Mr. Rider majored in Pharmaceutical Science with a minor in Chemistry. A native of Greenville, North Carolina, he is currently employed as a research scientist by Curl Bio, LLC, NCCU's startup partnership.
- His story demonstrates what we mean when we say that NCCU graduates students who are market ready, day one.

Mr. Rider shared his experiences at NCCU with the Trustees.

Chancellor Akinleye thanked Mr. Rider for being a model of "The Eagle Promise"!

## NEW AWARDS AND PARTNERSHIP

Chancellor Akinleye was proud to announce that researchers and faculty at NCCU have received several significant grant awards within the last week that we will formally announce in the coming week and one research partnership that we recognized two weeks ago.

- NCCU awarded an approximately \$1.1 million grant by the U.S. Department of Education Office of TRIO programs to develop the Ronald E. McNair Post Baccalaureate Achievement Program on NCCU's campus. This program is focused on preparing undergraduate students from underrepresented to pursue graduate degrees, specifically Ph.D. degrees.
- Dr. Jamila Minga in the School of Education was awarded a two-year grant from NIH-National Institute of Deafness and other Communication Disorders for she and her team's work on what is called the "RHDBank." RHD is the diagnosis given to adults who have sustained a stroke to the right hemisphere of the brain.
- The Department of Energy has awarded NCCU a grant to explore the development of promising radioisotopes for the nation's medical and national security needs. This is a collaborative grant between NCCU, Argonne National Laboratory, and Duke U. The grant will support faculty and students for a period of two years.
- Within the next week, we will announce two very, very significant grant awards that have been received by Dr. Deepak Kumar and BBRI. More details on them will be shared at a press conference.
- NCCU and Duke Clinical and Translational Science Institute are creating a formal partnership and collaboration that will focus on these intense research activities:
  - 1) Promoting Community Engagement Projects
  - 2) Providing NCCU-Duke Collaborative Pilot Research Funding
  - 3) Generating workforce development opportunities.
    - Both NCCU's BRITE and BBRI will work with Duke's CTSI. The partnership will invest approximately \$1.9 million at NCCU over a three-year period.

## **COMMITTEE REPORTS**

### **ACADEMIC AND STUDENT AFFAIRS**

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

Due to a lack of a quorum, the action item on the agenda for the Academic and Student Affairs Committee, namely, the minutes dated June 27, 2017, was considered by the NCCU Board of Trustees as a Committee of the Whole at the full Board meeting held today.

It was moved by Trustee Tindall and properly seconded by Trustee Siegel to approve the minutes dated June 27, 2017. The motion carried. Trustees Herrera, Walker, Hopkins, Holloway and Tidwell abstained from voting.

### **STUDENT AFFAIRS**

Interim Vice Chancellor for Student Affairs Gary Brown presented the Student Affairs Report which included the following:

- Overview of the Division of Student Affairs
- Mission
  - To provide transformational opportunities through programs, cross-curricular activities, community collaborations and services that engage students in a holistic and inclusive learning environment.
- Vision
  - To be the leader in providing comprehensive and innovative co-curricular experiences that enhance and enrich student development.
- Organizational Structure
- Student Service Units
  - Campus Recreation
  - Educational Opportunity Center
  - Residential Life
  - Student Disability Services
  - Student Health
  - Technology Support
  - Transportation
- Inclusion and Strategic Initiatives Units
  - Assessment and Staff Development
  - Career Services and Outreach

- Diversity and Inclusion
- Marketing and Communications
- New Student and Family Programs
- Spiritual Development and Dialogue
- Learning and Development Units
  - Counseling Center
  - Men's Achievement Center
  - Student Conduct and Community Standards
  - Student Engagement and Leadership
  - Women's Center
- Priorities
  - Priority #1; Create a positive student experience by offering exceptional customer service;
  - Priority #2 Make an impact on student development through intentional programming;
  - Priority #3 Lead the way in innovative student engagement and pushing the status quo;
  - Priority #4 Develop student leadership through community service and impact.
- 2017-18 Goals
  - Priority #1-Train Student Affairs staff and student employees in interpersonal communications and effective problem solving;
  - Priority #2-Create a four-year professional development plan to enhance student work readiness;
  - Priority #3-Partner with the Division of Academic Affairs to facilitate the implementation of student projects associated with classroom assignments and academic credits;
  - Priority 4-1Continue the implementation of high-impact programs and services in alignment with current trends in Student affairs; and
  - Priority 5-Partner with community-based organizations and local businesses for internship and leadership opportunities.

Next, Vice Chancellor Brown presented revisions to the Policy On Alcoholic Beverages.

It was moved by Trustee Siegel and properly seconded by Trustee Herrera to approve the revisions to the Policy On Alcoholic Beverages. The motion carried.

Vice Chancellor Brown next presented revisions to the Student Code of Conduct, Section 9 (Conduct Process) and Section 10.8.1.2 (Circumstances Where Interim Suspension May Apply).

It was moved by Trustee Tidwell and properly seconded by Trustee Siegel to approve the revisions to the Student Code of Conduct. The motion carried.

## **ACADEMIC AFFAIRS**

Interim Provost and Vice Chancellor for Academic Affairs Carlton Wilson presented the Academic Affairs report which included the following:

- Welcome to the New NCCU Board of Trustees
- Introduced the Office of the Provost Staff
  - Dr. Monica Leach, Senior Vice Chancellor, Enrollment Management and Academic Affairs;
  - Dr. Ontario Wooden, Associate Vice Chancellor, Innovative, Engaged and Global education;
  - Dr. Yolanda Banks Anderson, Associate Vice Chancellor, Faculty Development/Resources;
  - Dr. Michelle Mayo, Associate Provost, Academic Programs and Undergraduate Research;
  - Ms. Selina Mumford, Administrative Assistant
- Overview of the Division of Academic Affairs
  - Seven Colleges and Schools
    - College of Arts and Sciences – Interim Dean Veronica Nwosu
    - College of Behavioral and Social Sciences – Dean Debra Parker
    - School of Business – Interim Dean Wanda Lester
    - School of Education – Dean Audrey Beard
    - School of Library Sciences – Dean Jon Gant
    - School of Law – Dean Phyliss Craig-Taylor
    - University College – Dean David Hood
  - Academic Programs
    - 33 Undergraduate Programs
    - 28 Graduate Programs (MA)
    - 1 PhD Program – Integrated Biosciences
    - 1 Professional Program (Law)
    - 20 Certificate Programs
    - Distance Education Programs – Undergraduate (4) and Graduate (6)
  - Research Institutes/Centers
    - Julius L. Chambers Biomedical Biotechnology Research Institute (BBRI) – Dr. Deepak Kumar, Director
    - Biomanufacturing Research Institute and Technology Enterprise (BRITE) – Dr. Faye Calhoun, Interim Director

- Center for Research Excellence in Science and Technology – Dr. Branislav Vlahovic, Director
- Center for Science, Mathematics and Technology Education – Dr. Gail Hollowell, Director
- Institute for Homeland Security and Workforce Development – Mr. Maulin Herring, Director
- Juvenile Justice Institute – Dr. Lorraine Taylor, Director
- Signature (Enrollment) Programs
  - Nursing
  - Pharmaceutical Sciences
  - Mass Communication
  - Psychology
  - Jazz Studies
  - Elementary Education
  - Communication Disorders
  - Biological Sciences
  - Criminal Justice
  - Business
  - Social Work
  - Law
- Faculty
  - 183 Permanent Tenure
  - 95 Tenure Track
  - 300 Non on Tenure Track (Adjuncts, Special Appointments, Part-time)
  - Total 578
- Special Recognitions
  - Law School – Diversity and Affordability
  - BRITE - #1 HBCU Stem Education/2016
  - Mass Communication/Campus Echo - #1 HBCU Campus Newspaper/2016
  - Social Work - #1 HBCU Social Work Program/2017

The action item on the Academic and Student Affairs Agenda, namely, the modifications to the 2017 NCCU Faculty Handbook, will be considered by the Board of Trustees at the November meeting.

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

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



## ATHLETICS

Due to a lack of a quorum, the action item on the agenda for the Advancement, Athletics and External Affairs Committee, namely, the minutes dated June 27, 2017, were considered by the NCCU Board of Trustees as a Committee of the Whole at the full Board meeting held today.

It was moved by Trustee Siegel and properly seconded by Trustee Johnson to approve the minutes dated June 27, 2017. The motion carried. Trustees Walker, Herrera, Tidwell, Holloway and Hopkins abstained from voting.

Dr. Ingrid Wicker-McCree, Director of Athletics presented her report. Highlights of her report included the following:

- 2018 Student Athletic Profiles
  - Total # Fall 2017:
    - Freshmen GPA: 3.255
    - Freshmen Test Scores: SAT 900; ACT 19
    - Total SA on Full Scholarship: 62
    - Total SA on Partial Scholarship: 163
    - Total Walk Ons: 42
    - Total SA# Out of State: 113
    - Total SA# In State: 145
    - Total SA # International: 9

Dr. Wicker-McCree recognized Mr. Kwadjo Steele, Coordinator, Athlete Academic Support Services, who presented a summary of the SOAR (PSP) Program. He also shared with the Committee a video of NCCU Athletes Preparing to SOAR Trip to Washington, D.C. Ms. Jayla Calhoun, a senior, biology major and plays for the NCCU Women's Basketball team shared her SOAR experiences with the Committee.

- Preparing to Soar 2017
  - 23 Students
    - 11 with Out of State Status
    - 7 Sports represented – Football, Men's Basketball, Women's Basketball, Baseball, Men's Track, Women's Track and Volleyball
    - Summer GPA: 3.22
- 2017-18 Athletics Special Events

Next, Mr. Jamaal Mayor, Associate Athletic Director for Development, shared with the Trustees the 2018 Athletics Resource Acquisition Plan. The goals are as follows:

- Strategic Goal 1: Generate revenue and resources for the success of NCCU student-athletes;
- Strategic Goal 2: Engage alumni, friends and the greater triangle community;
- Strategic Goal 3: Foster collaborations that support the vision of the Resource Acquisition area.

Mr. Derrick McGhee, Associate Athletics Director for Finance, provided the Trustees with a Facilities Update.

### ADVANCEMENT

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

- FY-17 Giving by Campaign
  - School of Business - \$2,015,326
  - General Restricted - \$1,839,037
  - Arts and Sciences - \$896,438
  - Athletics - \$783,695
  - Behavioral and Social Sciences - \$559,051
  - Law - \$546,625
  - Unrestricted - \$307,505
  - Education - \$256,387
  - Student Services \$29,725
  - Library Sciences - \$2,528
- Three Year Giving by Constituency
  - Alumni
  - Corporations and Foundations
  - Other Individuals
- New Donors: A Profile of the 564 Donors
  - 40%
  - 211 New Donors are Millennials
  - New Donors Gift Designations:
    - General Scholarships
    - College of Arts and Sciences
    - Annual Fund
- FY-18: The Roadmap

- Achieve a \$7.7 Million fundraising goal to support student success;
- Raise \$2.7 million from alumni;
- Generate 30 national earned media placements;
- Increase corporate and foundation investment by 25%;
- Increase university endowment by 5%; and
- Focus on two funding priorities
  - Cheatham-White Merit Scholarship
  - New School of Business

## **AUDIT, FINANCE AND FACILITIES COMMITTEE**

### **FINANCE**

At the April 25, 2017, NCCU Board of Trustees meeting Vice Chancellor for Administration and Finance Benjamin Durant recognized Mr. Wilson Jones of Brailsford and Dunleavy and Mr. Rob Nelson of Fuquay Solutions, regarding the Public/Private/Partnership (P3 Structures). Highlights are as follows:

- Higher Education Delivery Options
- Key Factors and Considerations
- Traditional delivery Model
- 501c3/Foundation Model
- Concessionaire Model
- Developer Equity Model
- Next Steps:
  - Finish market demand assessment;
  - Run preliminary P3 economic models;
  - Finalize recommendations with Executive Housing Committee; and
  - Present findings at the June Board of Trustees meeting

As a follow up to the April 25<sup>th</sup> Board of Trustees meeting Vice Chancellor for Administration and Finance Ben Durant presented a report which included an update on the housing P3 analysis.

Vice Chancellor Durant introduced consultants, Wilson Jones and Rob Nelson, who led the discussion. The consultants reviewed information on institutional enrollment trends, housing occupancy and capture and off-campus market competition. Based on these indicators, it was determined that the University is indeed in a good position to further explore and pursue a P3 option when looking at long range planning and growth of the institution beyond the next two to three years. Vice Chancellor Durant and his team will continue to work with the consultants to refine the enrollment projections and

provide an update to the Audit, Finance and Facilities Committee, who will then be able to make a recommendation to the full board at the November meeting to move forward with the RFQ process.

In addition to the housing analysis, Vice Chancellor Durant also provided an update on the University financials. Highlights of his report included the following:

- For the year ending June 30, 2017, tuition revenue came in at 104% of budget up from 97.7% in FY 15-16;
- \$2.3 million was added to the overall auxiliary services fund balance;
- For fiscal year, 2017-18, NCCU's overall budget is \$190 million, all sources;
- NCCU received \$2.4 million in enrollment growth funding, including 12.5 new teaching positions.

### **FACILITIES**

Next, Associate Vice Chancellor Jonathan Peeler presented the Facilities report. He reviewed the three major capital projects, Baynes Hall, the New Student Center and the New School of Business. All continue to be on target with the timelines established and in budget.

### **AUDIT**

Internal Auditor, Mr. Robert Gaines provided a brief update of University Audits. He reviewed the annual report for internal audit and noted that they completed 25 reports for the fiscal year ended June 30, 2017. There were several questions asked regarding providing information to further explain whether an audit is complete, critical, creates a red flag, etc. Mr. Gaines indicated he would check with his colleagues at other UNC institutions and provide input on how best to incorporate that into his report based on best practices. He next recognized the student intern, Isaac Roberts. Mr. Roberts shared his internship experience with the trustees.

### **ENDOWMENT FUND**

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

The University's Endowment report was presented to the committee by Vice Chancellor Benjamin Durant. The UNC Management Company Fund had a performance return of 11.79% for Fiscal Year 2017. Piedmont Investment Advisors had a performance return of 15.77%.

The market value of the University's Endowment Fund as of June 30, 2017, was \$33,260,399 compared to \$28,468,571 as of July 01, 2016. This change reflects a market value increase of \$4,791,828 or 16.83% for fiscal year 2017.

The Asset Strategy Consultants are undertaking the review of the University's Investment portfolio, and are targeted to present at the November Board of Trustees meeting.

### **GOVERNANCE COMMITTEE**

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

On September 26, 2017, Chairman Wilkerson made a presentation which reflected the Purpose of the Governance Committee, namely, three (3) central responsibilities:

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

The desired outcome is to build a strong and effective Board through:

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

### **EXECUTIVE/PERSONNEL COMMITTEE**

Chairman Hamilton presented the Executive/Personnel Committee Report. There was one (1) action item that was delayed until the November Board of Trustees meeting, namely, the revisions to the Sexual Misconduct Policy.

**STUDENT GOVERNMENT REPORT:** SGA President Michael Hopkins presented a SGA report. A copy of his full report is attached.

**NATIONAL ALUMNI REPORT:** Prior to Mr. Samuel Cooper's report he recognized and presented clocks to Chancellor Akinleye as Administrator of the Year; Dean Debra

Parker as Faculty Member of the Year; and Demetria Robinson as Staff Member of the year.

A copy of his full report is attached.

**FACULTY SENATE REPORT:** The Faculty Senate Report was presented by Dr. Phillipf Mutisya. His remarks are as follows:

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

It was moved by Trustee Coleman and properly seconded by Trustee Barbee to convene in Closed Session pursuant to NCGS 143-318.11(a)(3) to consult with our attorney. The motion carried.

### **CLOSED SESSION**

General Counsel Hope Tyehimba provided an update on legal matters.

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

### **OPEN SESSION**

#### **CHAIRMAN'S ANNOUNCEMENTS:**

- October 11, 2017 2<sup>nd</sup> Annual NCCU Tip-Off Banquet (info was sent to you via e-mail on September 5th)
- October 27, 2017 - Founder's Day
- October 28, 2017 – Homecoming
- November 1, 2017 – UNC/BOG Hosting one-day Workshop for all Boards of Trustees (materials were sent to you) must register before October 6th)
- November 2-3, 2017 - Board of Governors Meeting
- November 14-15, 2017 Board of Trustees meeting

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

Respectfully submitted:

Dottie Fuller  
Recorder