

**NORTH CAROLINA CENTRAL UNIVERSITY  
DURHAM, NORTH CAROLINA  
BOARD OF TRUSTEES MEETING MINUTES  
September 25, 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 September 25, 2013. Chairman Dwight Perry called the meeting to order at 9:00 a.m.

**INVOCATION:** Trustee Wendell McCain gave the invocation.

**ROLL CALL:** Present: Dr. Dwight Perry, Mr. John Barbee, Mr. Harold Epps, Mr. George Hamilton (via teleconference), Mr. Wendell McCain, Mr. Paul Pope, Mrs. Avon Ruffin.  
Absent: Mrs. Kimberly Saunders.

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

**APPROVAL OF THE MINUTES:** It was moved by Trustee McCain and properly seconded by Trustee Pope to approve the minutes dated June 26, 2013. The motion carried.

**APPROVAL OF THE SPECIAL CALL MINUTES:** It was moved by Trustee McCain and properly seconded by Trustee Pope to approve the minutes of the Special Call meeting dated September 12, 2013. The motion carried.

**SWEARING-IN CEREMONY:** Chairman Perry recognized The Honorable Brian Wilks, Durham County District Court Judge, to swear in the trustees-elect Dr. Kenneth Tindall, Ms. Karyn Wilkerson, Ms. Joan Higginbotham, and Mr. Stefan Weathers. Chairman Perry thanked Judge Wilks for his 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. Chairman Perry called for Trustee Epps to present the Nominating Committee report.

**NOMINATING COMMITTEE REPORT:** Chairman Epps presented the Nominating Committee Report. The committee, consisted of Trustee Paul Pope and Trustee Kimberly Saunders met on Tuesday, July 16, 2013, via teleconference to fulfill its responsibility for presenting a recommended slate of nominees to the Board at its annual meeting. The committee recommended the following slate of officers for 2013-2014:

Dr. Dwight D. Perry, Chairman  
Mr. George R. Hamilton, Vice Chairman  
Mrs. Avon L. Ruffin, Secretary

Chairman Perry asked if there were other nominations from the floor there being none it was moved by Trustee Pope and properly seconded by Trustee McCain that the nominations be closed on the slate presented. The motion carried.

It was further moved by Trustee Pope and properly seconded by Trustee McCain that the Board approve the recommended slate of officers. The motion carried.

The Board congratulated the newly elected officers.

**PRESENTATION OF RESOLUTIONS:** Chairman Perry recognized a colleague who has honorably served the North Carolina Central University Board of Trustees during the past several years and whose term has ended. He personally thanked Mr. Carlton Thornton for his service as a Trustee.

“As a member of the university’s Board of Trustees, Carlton, you have been a key voice in providing critical advice and oversight to the university and its administration. Chairman Perry spoke on behalf of the Board in saying that we have valued your expertise, insight, and commitment to the students, faculty, staff, and alumni of NCCU. You are an Eagle for life. We know that your involvement and support of this great institution will continue and not waver.”

A copy of the Resolution honoring Carlton E. Thornton, Jr. is attached.

Chairman Perry then recognized Ms. Susan Hester to come forward to be presented with a Resolution honoring her distinctive service to the NCCU Board of Trustees during her tenure as Assistant Secretary.

“Susan, you have served this Board of Trustees as Assistant Secretary with distinction, and I will speak on behalf of this Board to say that we are very, very grateful for all the hard work that you performed during the past several years.”

A copy of the Resolution honoring Ms. Susan Hester is attached.

**ELECTION OF ASSISTANT SECRETARY TO THE NCCU BOARD OF TRUSTEES:** Chancellor Saunders-White nominated Dr. Kimberly A. Luse as the Assistant Secretary to the NCCU Board of Trustees.

It was moved by Trustee McCain and properly seconded that Dr. Luse be elected Assistant Secretary to the NCCU Board of Trustees. The motion carried.

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

I would like to take a moment of personal privilege for a moment of silence in honor of NCCU alumnus, class of 1958, Chancellor Emeritus and civil rights icon, our own Julius L. Chambers. NCCU and our nation lost a great champion in Chancellor Chambers. The NCCU community joined the Chambers family in paying tribute to his life and legacy at his homegoing in August.

Thank you. NCCU will host a celebration of Chancellor Chambers' life on Wednesday, November 6, 2013, from 4 to 6 p.m. We will provide more information in the coming weeks.

I want to extend my welcome to the new members of the Board of Trustees. Thank you very much for your leadership, your time, and your investment in this great university.

Since the last Board of Trustees meeting in June, members of the North Carolina Central University community—students, administration, faculty and staff—have been hard at work on our journey toward Eagle Excellence, making student success our number one priority, along with financial and operational success.

We spent much of the summer preparing to welcome our first-year students and transfer students in the class of 2017, reviewing the final state budget, and ensuring all our schools and colleges were academically ready for all students, both new and returning. And while the reality of budget cuts to the University of North Carolina system will have an impact on all campuses, we continue to take a proactive approach to operating by being smarter, more resourceful, more collaborative, and ultimately more discerning with our budgets while remaining focused on student outcomes. These cuts challenge us to be more aggressive in our fundraising initiatives and more creative and innovative with our institutional offerings and deliveries.

#### Eight Guiding Principles to Budget Actions

We have spent a considerable time on campus framing what I would call our guiding principles to budget reductions. We have met as a team, not just as an administrative team, but as a community involving faculty and staff in those discussions. And I am proud to say today that we have eight guiding principles to our budget actions. And they are:

- 1) Protect our core mission and its quality by making cuts strategically – no across-the-board cuts;
- 2) Invest; protect revenue-generating and strategic reinvestment and initiatives across our community;
- 3) Eliminate duplicity in university operations;
- 4) Align university infrastructure to strategic goals;
- 5) Invest in technology that fuels organizational efficiencies;
- 6) Assess the roles of middle-management personnel for relevancy, effectiveness, efficiencies, and best practices;
- 7) Freeze vacant positions and, where appropriate, align with strategic directions; and
- 8) Limit travel to focus on faculty professional development and revenue-generating areas.

Moving forward, we will do business with a greater sense of urgency. We must:

- commit to a higher level of financial and operational success and accountability;
- recruit students who believe that NCCU is a first choice premier, global institution;
- increase our freshman-to-sophomore retention rates;
- graduate our students in four years; and
- raise private funds that provide needed student scholarships and other resources for the university.

Led by Academic Affairs, we have established two new task forces, one that will develop strategies to help retain students during their critical first two years of college and another that will assist with our recruitment of students transferring from our community college partners, as well as other four year institutions. The Four-Year Challenge Task Group and Transfer Imperative Task Group coupled with other efforts will help strengthen our academic core and force us to be novel in our response to the changing 21<sup>st</sup> century education landscape.

#### Management Changes for Increased Institutional Effectiveness

At University Conference held in early August, we highlighted several changes in the leadership and organizational structure to increase effectiveness throughout the institution. Several units are now reporting directly to the Office of the Chancellor, including Human Resources, Information Technology and Athletics. A new director of Human Resources has been hired. Linc Butler will begin on October 14; he previously served as Assistant Vice Chancellor for Human Resources at North Carolina A&T State University.

An Ombudsman Office has been created in the Office of the Chancellor for faculty and staff. Contracts and Grants Administration now reports to Sponsored Research; Enrollment Management is now a part of the Provost's Office; WNCU, our campus radio station, falls under Student Affairs; the Police Department is reporting to Administration and Finance; and Public Relations has joined Institutional Advancement.

#### Recap of the Start of the 2013-14 Academic Year

We experienced challenges with meeting enrollment targets for first-year students, like other universities across the country. There is a silver lining: increased admission standards did yield us our best academically prepared class of 946 students who arrived with an average GPA of 3.1 and SAT score of 886.8. Our first-year student-athletes have a similarly strong profile: of these 272 students, the average GPA was 3.103 and the average SAT score was 936. With a goal of graduating students in four years, we are confident that we will retain these academically high achieving students through their sophomore year so they will complete their degree in 8 or 9 semesters.

We are actively working on our enrollment strategy for the spring 2014 semester. We have identified approximately 230 sophomore and junior students that were unable to return to NCCU this fall due to financial reasons. I have tasked Vice Chancellor for Institutional Advancement,

Dr. Kenneth Chandler, with identifying and securing \$200,000 so these students can return to the university and complete the credit hours needed for graduation.

### Budget

In July, the state legislature approved a budget that cut more than \$65 million for the UNC system. For NCCU, these and other cuts translate to more than \$6 million that we will lose. Led by our Administration and Finance division, we have asked every academic and non-academic unit to review their budgets closely to determine what we can do to ensure that we function efficiently with decreased resources while still offering our students the high quality educational experience they deserve. Our vice chancellors have submitted their recommendations, which we will finalize and provide to General Administration in the coming weeks. While this is a painful exercise we are forced to undergo, I am certain that NCCU will not just survive but thrive amid today's changing higher education landscape.

### Accolades: The Good News

Amid the budget uncertainty, there is cause for celebration here at NCCU. These acknowledgments affirm that our institution remains distinctive and affordable.

- Last month, President Obama proposed a ratings system to assess how hard colleges are working to keep down costs. The plan calls on colleges to expend student aid over the course of a semester, rather than as a lump sum. Colleges would receive bonus money for the number of Pell Grant students who graduate. If this ratings system were enacted today, Business Insider Magazine would rank NCCU as the no. 15<sup>th</sup> university in the nation based on accessibility, affordability and student outcomes. Additionally, NCCU is one of the most affordable and accessible institutions for low-income families in the University of North Carolina system, and one of the most affordable institutions in its peer group and in the United States.
- Two weeks ago, North Carolina Central University retained its ranking among the top public institutions in *U.S. News & World Report's* 2014 list of Historically Black Colleges and Universities. In its annual ranking of top postsecondary schools, U.S. News placed NCCU in a tie for 12th among the nation's more than 80 HBCUs; one of just four public universities in the top 12.
- On Sunday, members of NCCU were hosted by the Christian Faith Baptist Church in Raleigh for HBCU and College Sunday. During the service, NCCU was presented with a check for \$20,000 for an endowed scholarship that will be given to a male student. The scholarship is named in honor of Dr. George Debnam and James Earp, a noted Raleigh physician and lifelong educator, respectively. It was both a moving tribute and an honor for our university to receive this scholarship award. The inaugural award recipient is a member of the University Honors Program: Jordan Davis is a sophomore majoring in mathematics from Smithfield.
- The School of Education hosted Dr. James Earl Davis, professor and interim dean of the College of Education at Temple University in Philadelphia. He spoke in early September on the topic, "African-American Boys as Social Capital."



- The School of Law welcomed Sherrilyn Ifill, the seventh president and director-counsel of the NAACP Legal Defense and Educational Fund (LDF). She discussed the current state of civil rights in America.
- Our Lyceum series for the 2013-14 opened last night with an inspirational conversation with Judy Smith, a noted crisis communications expert and is the inspiration behind ABC's hit series "Scandal."

### Student Highlight: An Eagle in Flight

As all of you know, we are here for the students. I would like to take a moment to tell you about one student who not only personifies Eagle Excellence, but shows us why NCCU is vital to our community in opening doors of access and opportunity.

Mariama Sesay is a sophomore sports and exercise major who came to NCCU as part of our Aspiring Eagles Academy. A native of Raleigh, she graduated and began her journey here during a difficult time in her life. She admits that she needed an extra push to get her to the "next level" and found it when she was accepted to NCCU and was chosen to be an Aspiring Eagle, a program that works with some of our most academically vulnerable students.

She spent the summer before her freshman year taking classes and getting a head start before the start of the school year. Mariama completed her summer courses with a 3.6. Then, her mother was diagnosed with Stage III breast cancer. "I am an only child and I didn't have any family here. I had to do it all myself." Her mother was sent to South Carolina for treatment and Mariama was forced to do things on her own. "My mother wasn't there to push and motivate me," she said. But she found a new family. "The AEA community became my family and helped me during an extremely stressful period." After a year away from home, Mariama's mother has returned to Raleigh and is doing much better. "I am thankful she is alive." Last year, she was president of Rush and Annie Day Shepard Halls. Mariama is maintaining a 3.1 GPA and has become involved in the American Reads program, a reading program with third grade students at Fayetteville Street Elementary School, and has joined the National Coalition of 100 Black Women and the Student Activities Board. Mariama is just one example of what NCCU does best: We nurture scholars who are committed to their personal success despite any adversities they may face during their journey. We have an obligation to Mariama and all our students to help them accomplish their goals, inside and outside the classroom.

### White House Initiative

Beginning Thursday, a team from NCCU will be in Washington, D.C. for the annual White House Initiative on HBCUs conference. We hope these and other discussions with the Department of Education and federal government will be fruitful for us and our sister minority serving institutions.

### Brand Distinctiveness and Enrollment Management

As we continue moving toward Eagle Excellence, it is critical that our brand remain distinctive. We hired a consultant to conduct an assessment and provide recommendations for our

Enrollment Management department. This is a key unit within the university and a concentrated, strategic initiative is needed to ensure we meet our enrollment target for the spring semester and the next academic year.

The results of not meeting our enrollment targets have a ripple effect that touches all areas of the university. Sharon Laisure, who served as Interim Director of Human Resources, has been asked tapped to be Interim associate Vice Chancellor of Enrollment Management to help develop and implement a new recruitment strategy.

As part of an aggressive brand awareness campaign, we will launch a new commercial that will debut on ESPNU primetime during the NCCU football game against South Carolina State University. In it, you will see highlights of our signature programs, our students and our gorgeous campus. We will roll it out in our key feeder markets for our students first, including the Triangle, Charlotte and Triad, beginning in October. We will then feature it in other important markets in months to come, such as Washington, D.C., the Chesapeake/ Tidewater region and the Tri-state area (New York, New Jersey and Connecticut).

The Chancellor's report concluded with the showing of the NCCU commercial.

**AUDIT COMMITTEE:** Trustee Pope presented the Audit Committee report. There were two (2) action items along with some information items..

The Audit Committee heard a presentation by Trustee Paul Pope regarding the Annual Audit Plan for FY 2013-2014.

It was moved and properly seconded that the NCCU Board of Trustees approve the 2014 Annual Audit Plan. The motion carried.

Next the Audit Committee heard a presentation by Trustee Paul Pope regarding the Internal Audit Charter.

It was moved and properly seconded that the NCCU Board of Trustees approve the Internal Audit Charter. The motion carried.

Further, the Committee heard an update by Mrs. Loretta H. Hester, Interim Director of Internal Audit on the following:

- The Internal Audit Plan;
- Audit Universe;
- Audit Schedule for Fiscal Year 2013- 2014; and
- Quality Assessment Review (QAR).

The QAR of the Internal Audit Office was completed in August 2013 by an external consultant and outcomes from this review were provided.

**BUILDING COMMITTEE:** Trustee Pope presented the Building Committee report with one (1) item of information. Mr. Zack Abegunrin, Associate Vice Chancellor for Facilities Management, presented Capital Improvement Projects, which entailed:

- Status of Projects
  - Completed Projects
  - Projects Under Construction
  - R & R Projects
  - Upcoming Project
    - 2013-2014 R & R Projects
    - Lighting Performance Contract Project
- Energy Savings Performance Contract
- HUB Data

**EDUCATIONAL PLANNING AND ACADEMIC AFFAIRS COMMITTEE:** Trustee Wendell McCain presented the Committee Report with two (2) action item and several information items.

Due to a lack of a quorum, the action item on the agenda for the Educational, Planning and Academic Affairs Committee, namely the minutes dated June 26, 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 September 25, 2013.

It was moved and properly seconded that the minutes dated June 26, 2013 be approved by the Committee of the Whole. The motion carried.

Dr. Bernice Johnson, Interim Provost and Vice Chancellor for Academic Affairs made a presentation regarding a revised University Mission Statement. Copies of the current University Mission Statement and the draft were circulated to each Board member prior to Committee meeting.

The draft Mission includes a historical statement. The mission includes:

- A strong tradition of teaching, research and service
- Nationally recognizes the law school, highly acclaimed and innovative programs in the visual and performing arts, sciences, business, humanities and education programs
- BCCU students are engaged problem solvers
- Location in the Research Triangle Park
- Advanced research in the biotechnological, biomedical, informational, computational, behavioral, social and health sciences.
- Students enhance the quality of life of citizens and economic development in North Carolina, the nation and the world.

It was moved and properly seconded that the University Mission be approved. The motion carried.



Dr. Hazell Reed, Vice Chancellor for Research and Economic Development provided an update as to BBRI, BRITE and the Office of Research Compliance and Technology Transfer activities. He noted that the Office of Sponsored Research Programs, Research Funding as of July 1, 2013 to the present was \$7,173,399.90.

Also Dr. Bernice Johnson shared with the committee an Academic Affairs update regarding:

- Strategic Priorities of the University
- New Personnel
- Strategic Directions – UNC-BOG
- Enrollment Management
- Faculty Senate Officers
- Faculty Assembly
- Meetings and Events
- Accomplishments
- Status of Endowed Professorships

**ENDOWMENT FUND:** Trustee Perry presented the Endowment Fund Report. There was one (1) information item.

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 June 30, 2012, was \$19,991,682 compared to \$22,924,086 as of June 30, 2013. This change reflects a market value increase of \$2,932,404 for the same period.

**FINANCE COMMITTEE:** Trustee Epps presented the Finance Committee Report. There were several information items.

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

- State Budget Update as of July 1, 2013  
The beginning balance for the state appropriation budget is \$84,084,488.

The beginning balance for receipts is \$44,181,109.

The total state requirements base budget is \$128,265,597.

Last fiscal year, the beginning balance for state appropriations was \$84,095,719; receipts totaled \$45,489,005, with a total requirement of \$129,584,724.

- The FY12-13 year-end auxiliary report indicates total revenue of \$40,662,286, total expenses of \$37,834,016 with an ending fund balance of \$13,513,233.

**INSTITUTIONAL ADVANCEMENT COMMITTEE:** Trustee Ruffin presented the Institutional Advancement Committee Report. There were several information items. .

Dr. Kenneth W. Chandler, Interim Vice Chancellor for Institutional Advancement, provided an overview of some of Institutional Advancement's accomplishments during FY13. He reported that the fundraising goal for fiscal year 2014 is \$7.0 M, and reiterated that raising dollars for scholarships and student aid remains the highest priority. Dr. Chandler indicated that approximately \$1.2M in gifts and pledges has been raised for the period ending September 23, 2013.

Dr. Chandler also provided an overview of upcoming events, including NCCU Homecoming 2013, which will take place October 13-20, a Motivational Task Force/Faculty-Staff Alumni Council networking reception scheduled for October 16, and information regarding Pre-Alumni Club activities.

**TRUSTEE-STUDENT RELATIONS COMMITTEE:** Trustee Ruffin presented the Trustee-Student Relations Committee Report. There was one (1) action item and several information items.

Due to a lack of a quorum, the action item on the agenda for the Trustee- Student Relations Committee, namely the minutes dated June 26, 2013, will be considered by the NCCU Board of Trustees as a Committee of the Whole at the full Board meeting to be held Wednesday, September 25, 2013.

It was moved and properly seconded to approve the minutes dated June 26, 2013. The motion carried.

The committee heard from Dr. Jennifer Wilder, Interim Vice Chancellor for Student Affairs. Dr. Wilder provided a summation of Student Affairs fall activities:

- Student Support Services will sponsor the 4<sup>th</sup> Annual DisAbility Week October 1-5, 2013. Coach Levelle Moton will be the keynote speaker for this luncheon event honoring faculty and staff that have supported and advocated for the needs of students and the recipients are nominated by students with disabilities.
- Ms. Jody Grandy has been hired as the Outreach Coordinator in the Counseling Center.
  - The Counseling Center has received funding from 2 sources - \$34,000 from the Durham County ABC Board to support Alcohol and Other Drug Center on campus and to provide prevention programming And \$10,000 from a private source Stacie Matheson Foundation for Alcohol and Other Drug (AOD) Recovery Treatment.
  - The Counseling Center is also partnering with other campus units in planning a series of events for Alcohol Awareness Week, which will be called OcSoberfect.
- The Women's Center is collaborating with the Office of Student Rights and Responsibilities on a 3-part series that addresses ending violent altercations between students; conflict management skills, developing healthy community norms and the series will culminate in a community-wide event.

- The Women's Center is also collaborating with Student Health Services on a 5-part series on reproductive health and sexual responsibility.
- The Centennial Scholars Program (CSP) welcomed 85 students into its fifth Cohort, thus bringing its roster to 511 students.
  - The CSP now supports three student organizations – Collegiate 100 Black Men, Student African American Brotherhood (SAAB) and Eagle Sisters.
  - CSP has also created the Centennial Advisory Board (CAB) which is a student-led group that serves as liaisons between the scholars and the staff to ensure that student's needs is being fully met.
  - CSP Shepard's Closet is soliciting donations of gently used business attire – suits, shirts, pants, blazers shoes, etc. Students are in need of these items for events such as interviews.

Dr. Wilder concluded her report with an update on campus housing and marketing strategies.

**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.

**PERSONNEL COMMITTEE:** Trustee Pope announced there was (1) one action item and several personnel updates for closed session.

Trustee Ruffin moved and it was properly seconded to convene in closed session pursuant to N.G.G.S. 143-318.11(a)(1) and (2). The motion carried.

### **CLOSED SESSION**

The Committee heard a presentation from Trustee John Barbee regarding a candidate for emeritus status.

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**

It was moved by Trustee Barbee and properly seconded that the NCCU Board of Trustees approve the candidate for emeritus status. The motion carried.

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

- The next Board of Trustees meeting is November 19-20, 2013.
- Also to the new Trustees it is mandatory that you complete the NC Ethics Commission Education Requirements. This information was also a part of your orientation packet.

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

Respectfully submitted:

Robin L. Hudson  
Recorder