

**NORTH CAROLINA CENTRAL UNIVERSITY
DURHAM, NORTH CAROLINA
NEW NCCU BOARD OF TRUSTEES ORIENTATION**

SEPTEMBER 21, 2015

The NCCU Board of Trustees held a new Board of Trustees Orientation on Monday, September 21, 2015 at 9:00 a.m. in the Emma Marable Conference Room in the William Jones Building on the campus of North Carolina Central University.

Chairman Hamilton welcomed and introduced the new NCCU Board of Trustees, namely:

- **DARRELL T. ALLISON** – is President of Parents for Educational Freedom in North Carolina, a statewide organization with more than 60,000 supporters. The organization advocates for and informs parents about expanding educational options.

He holds a B.S. in political science from North Carolina Central University and a Juris Doctor degree from the University of North Carolina at Chapel Hill.

Mr. Allison and his wife, LaNica, reside in Cary, North Carolina.

He was appointed by the UNC Board of Governors to a four-year term.

- **MICHAEL P. JOHNSON** – is President and Chief Executive Officer of J & A Group, LLC, a management and business consulting company. He has served in various executive capacities and boards with companies that include The Williams Companies, Inc., Amoco Corp., Lockheed Martin and Buffalo Wild Wings.

He holds a B.S. in business administration from North Carolina Central University and is a graduate of the Northwestern University Kellogg School of Business Advanced Executive Program.

Mr. Johnson and his wife, Libby, reside in Tulsa, Oklahoma.

He was appointed by the UNC Board of Governors to a four-year term.

- **JOHN T. MCCUBBINS** – is Senior Vice President for Merck & Company, Animal Health Manufacturing in North Wales, Pennsylvania. He has held various senior level positions at Merck over the past 25 years.

He holds a B.S. from Catawba College and a doctorate in chemistry from Duke University.

Dr. McCubbins and his wife, Susan, reside in Collegeville, Pennsylvania.

He was appointed by Governor McCrory to a four-year term.

- **OITA COLEMAN** – is Vice President of QUEST (Quality User-Driven Enterprise Software Testing), a Division of SAS Institute in Cary, North Carolina. She has served in various executive capacities with SAS as Senior Software Manager, Senior Development Tester and QA System Analyst and also with Data General Corporation as a Programmer Analyst.

She holds a B.S. in mathematics and computer sciences from the University of North Carolina at Greensboro.

Mrs. Coleman and her husband, Charles, reside in Apex, NC.

She was appointed by Governor McCrory to a four-year term.

- **OLIVIA S. ROBINSON** - is President of the NCCU Student Government Association for 2015-2016.

She is a senior majoring in political science and a minor in English Writing and is a member of the University Honors Program, Golden Key International Honor Society and Phi Eta Sigma National Honor Society.

Chairman Hamilton announced Trustee-elect Oita Coleman had a scheduling conflict and will be sworn in at the November Board of Trustees meeting.

Following the welcome and introductions, Chairman Hamilton recognized Chancellor Debra Saunders-White who recognized and introduced her Executive Leadership Team, namely:

- Provost and Vice Chancellor for Academic Affairs Johnson Akinleye
- Vice Chancellor for Administration and Finance Ben Durant
- Vice Chancellor for Student Affairs Miron Billingsley
- Vice Chancellor for Institutional Advancement Harriet Davis
- Interim Vice Chancellor Research and Development Undi Hoffler
- General Counsel Melissa Holloway
- Chief of Staff Wendell Phillips
- Director of Athletics Ingrid Wicker-McCree
- Chief Human Resources Officer Linc Butler
- Chief Information Officer Leah Kraus

Chancellor further introduced and recognized her personal staff, namely:

- Zelda Stanfield
- Cynthia Edwards-Paschall
- Anthony Jarmon
- Dottie Fuller

Chancellor Saunders-White's presentation was entitled "NCCU Structure of Higher Education" included the following highlights:

- NCCU In Time – video of Dr. Shepard
- Mission
- Changing of Higher Education Landscape
 - Accessibility
 - Affordability
 - Competition
- US Department of Education College Scoreboard
 - Average Annual Cost
 - Graduation Rate
 - Salary After Attending
- Institutional Strategic Priorities and Challenges
 - NCCU 2020 Strategic Plan
 - Goal 1: Student Success
 - Goal 2: Public Service
 - Goal 3: Community Engagement
 - Goal 4: Internal Communications

- Goal 5: Intellectual Climate
- Thriving In Eagle Excellence
 - Be driven by strategic goals
 - Focus on the mission of NCCU
 - Keep student outcomes at forefront of operations
 - Ensure accountability and innovation intersect within your areas of operations
 - Use data to inform your decision making
 - Improve institutional operations
 - Invest and plan within the fiscal constraints
 - Accept the power of one
 - Be entrepreneurial

In closing NCCU is “A Gateway To Opportunity.”

Following the Chancellor, Attorney Melissa Holloway’s presentation was entitled “The Top Ten List for the Board of Trustees.

She introduced the Office of Legal Affairs staff, namely:

- Assistant University Legal Counsel Hope Tyehimba
- Mary Ann Colatuno, Paralegal

Highlights of her presentation were as follows:

- Purpose of the Office of Legal Affairs
 - Provides legal advice and counsel
 - Litigation support
 - Preventive counseling
- UNC System
 - 17 Constituent Institutions
 - Each having its own Board of Trustees
 - Membership – 13 trustees
 - 8 elected by UNC Board of Governors
 - 4 elected by Governor
 - 1 Student Government Association President
- Board of Trustee’s Role
 - The Board of Trustees is primarily meant to be a governing board
 - The Chancellor is the administrative and executive head of the institution and is responsible for carrying out the policies of the Board of Governors and the Board of Trustees

- Fiduciary Responsibilities
 - The Board of trustees has a fiduciary relationship with the University and must act within the duties of
 - Good faith
 - Discharge duties honestly, fairly and conscientiously
 - Loyalty
 - avoid conflicts of interest and self-dealing
 - University comes first and should receive the full benefit of all transaction
 - Care and due diligence
 - Be knowledgeable (attend meetings, be engaged, know bylaws and policies)
 - Be sure to maintain confidentiality
- Ethical Responsibilities
 - University trustees are “covered persons” and are held to a high ethical standard
 - Avoidance of Conflicts of Interest (real and perceived)
 - Public Disclosure of Economic Interests
 - Lobbying
 - Gifts
- Board of Trustees Sources of Authority
 - General Authority is granted by:
 - NCGS Chapter 116
 - the Code of the Board of Governors of the University of North Carolina, Chapter 4
 - More specific authority is delegated to the Board of Trustees by Board of Governors defined in NCGS 116-33, The Code, Section 403(b), Policy Manual Chapter 100.1, Appendix 1
- Board of Trustees General Duties
 - Promote the sound development of the institution within the functions prescribed for it
 - Serve as advisor to the BOG on matters pertaining to the institution
 - Have such other powers and duties, as shall be defined and delegated by the Board of Governor
- Statutorily Derived Duties and Authority
 - Special Responsibility Constituent Institutor designation granted to North Carolina in 1991 pursuant to NCGS 116-30.1 which gives the administration authority as delegated for personnel, purchasing and capital projects, as well as day-to-day management of the institution’s operations

- NCCU purchasing authority is \$500,000 pursuant to NCGS 116-31.10
- Permitting Recruiter Access NCGA 116-33.1
- Establish and Maintain an Endowment Fund NCGS 116.36 and a Distinguished Professor's Endowment Fund NCGS 116-41.15
- Campus Law Enforcement NCGS 116-40.5
- Management Flexibility NCGS 116-40,.22
- Tuition and Fees NCGS 116-40.22(c)
- Payment of Tuition and Fees NCGS 116-143(b)
- Full Scholarship Students/Residency NCGS 116-143.6(a)
- Information Technology NCGS 116-40.22(d)
- Traffic, Parking and Registration of Motor Vehicles NCGS 116-44.4
- Duties and Authority Delegated by the UNC Board of Governors
 - Management Flexibility to Appoint and Fix compensation
 - Personnel Policies
 - Chancellor Selection and Assessment
 - Academic Programs
 - Honorary Degrees, Awards and Distinctions
 - Budget Administration
 - Property and Buildings
 - Tuition, Fees and Deposits
 - Student Financial Aid
 - Student Services
 - Auxiliary Enterprises
- Student Activities and Government, Intercollegiate Athletics and Campus Security
 - Duties and authority delegated by the UNC Board of Governors or Sub-delegated by the President, UNC System
 - Creation of Centers and Institutes
 - Development of Patent Procedures
 - Approve the establishment of an Early College High School
 - Duties and authority delegated by Due Process
 - EPA Employee Appeals
 - Grievance Committee Appeals
 - Due Process Before Discharge or the imposition of serious sanctions
 - Appealing grievances

In conclusion of her presentation Attorney Holloway shared that the Board is chiefly a governing board and management/operations should be left to the Chancellor and senior administrators who are duly authorized to act on behalf of NCCU.

In closing remember to always act with the duties in good faith, loyalty and due care with the best interests of NCCU in mind. Effective trusteeship is vital to the continuing success of the university.

Provost and Vice Chancellor for Academic Affairs presentation was entitled “The Academic Enterprise” Highlights of his presentation were as follows:

- The UNC System
 - 17 constituent institutions
- Academic Degree Programs Portfolio:
 - Organized into 7 Schools and Colleges
 - College of Behavioral and Social Sciences
 - School of Law
 - School of Education
 - College of Arts and Sciences
 - School of Business
 - School of Library and Information Sciences
 - School of Graduate studies
- NCCU Research Highlights
 - 2 Research Institutes
 - NCCU ranks 1st among Masters level Institutions in the UNC System for sponsored research funding
 - BBRI - JLC Biomedical/Biotechnology Research Institute
 - Multidisciplinary translational research focused on disparate diseases
 - Provides students with research experiences to enhance their access to careers in the biomedical sciences
 - BRITE – Biomanufacturing Research Institute and Technology Enterprise
 - Education (BS, MS, PhD) and research programs in pharmaceutical sciences
 - Prepares students with scientific competency and hands-on laboratory experience to pursue careers in the biotechnology and biomanufacturing industries
- Governance
 - UNC BOG
 - UNC General Administration
 - Chancellor (CEO)
 - NCCU Board of Trustees

- Board of Trustees Responsibilities
 - BOT committee on Academic and Student Affairs
 - Personnel, Tenure and Promotion
 - Curriculum Approvals
 - Faculty Handbook
 - Academic Policies
- Regulation and Academic Oversight
 - UNC General Administration
 - Executed the policies of the Board of Governors and provides University-wide leadership in the areas of academic affairs, business and financial management, long-range planning, student affairs, research, legal affairs and government relations
- Accreditation
 - NCCU is accredited by SACS
 - SACS is regulated by the DOE
 - Institution accreditation is reaffirmed every 10 years
 - 5th year review is conducted every 5 years
 - Required to prepare and implement a QEP Quality Enhancement Plan
 - Loss of Accreditation
 - Impact
 - Loss of Title IV benefit
 - Reputational damage to the Institution
 - Enrolment decline
 - Diminished or devalued degree
- Other Institutional Accreditations
 - Athletic Training
 - Business
 - Chemistry
 - Communication Disorders
 - Criminal Justice
 - Dietetics
 - Education
 - Environmental, Earth and Geospatial Sciences
 - Hospitality and Tourism Administration
 - Law
- NCCU Internal Peers
 - Winston-Salem State University
 - Fayetteville State University
 - University of North Carolina-Pembroke

- Western Carolina University
- Appalachian State University
- NCCU External Peers
 - Tennessee State University
 - Florida A & M University
 - California State University-Bakersfield
 - New Jersey City University
 - Jackson State University
 - University of Tennessee-Martin
 - Murray State University
 - Rutgers University-Camden
 - Morgan State University
 - Washburn University
 - Shippensburg University Pennsylvania
 - University of West Florida
 - Valdosta State University
 - Hampton University
 - West Texas A & M University
 - University of Houston-Clear Lake
 - Edinboro University of Pennsylvania
- Strategic for Increasing Enrollment
 - Enrollment as of Fall 2015, 8025 students – 4.3%
 - Campus Commitment to Student Success
 - Restructuring Div of Enrollment Management
 - Predictive Analytics
 - Institution an Enrollment fee
 - Realistic 7 Intentional enrollment projections
 - Geographic territory management
 - Admissions decision response rate
 - Elevation of the NCCU brand through marketing and communication
 - Minimized outdated practices
 - Parent plus loans regulations streamlined
 - Expanded community college recruitment efforts
- Budget/Finance Resources
 - Enrollment funding
 - Tuition and fees state appropriation
 - Expansions and improvements
 - Capital outlay

Mr. Benjamin Durant, Vice Chancellor for Administration and Finance made a presentation entitled “Overview of NCCU’s Budget and Finances. Highlights of his presentation were as follows:

- Total Operating Budget
- General Fund Budget
- Auxiliary Services Budget
- How We are funded
- Calculating Cost
- Requirements
- Enrollment
- Financial Outlook
- Monthly Dash Cash on Hand
- Moody’s rating
- Student enrollment Trends
- 6 year capital improvements plan
- State appropriation 376,850,000
- 14 projects
 - New School of Business
 - Turner Law School Expansion
 - New Library Facility
 - New Science building
 - Farris Newton Communications Building – Addition
 - Hubbard-Totten/Lee Biology Renovation
 - Taylor Education Building – Renovation
 - New College of Behavioral & Social Sciences Building
 - New Student Services, Classroom 7 assembly
 - Biommedical RRI Expansion
 - Facilities Services and Warehouse Building
 - Hoey Adm Renovation
 - LT Walker PE Complex Comprehensive renovation
 - New band rehearsal space

In closing, Chairman Hamilton reminded the trustees of what is expected and their responsibilities, namely:

- Be vigorous advocates for the mission of the University and act in accordance with their best judgment as to the best interests of the University and the public;
- Become familiar with key aspects of the University including, but not limited to, its mission, governance, financing, strategic plans and performance measures;

- Devote the necessary time, attention and preparation to board activities to function effectively and to engage the board as a whole to function effectively, including orientation, committee meetings, board retreats and public meetings;
- Maintain some presence at other university functions and events;
- Maintain a tradition of exemplifying the highest standards of ethical behavior;
- Support the role of the Chancellor as chief executive officer when she is carrying out delegated authority for all academic, administrative, fiscal and personnel matters;
- Maintain the confidentiality of matters not public;
- Attendance – 100% is desired, but if conflicts occur, please communicate in advance;
- Stewardship – make a financial gift that is significant and a significant introduction;
- Be aware of challenges and opportunities facing higher education;
- Always be aware of your audience;
- Knowing you are accountable for your actions;
- Be respectful of each other – ways to engage without attacks.

There being no further business, the meeting was adjourned.

Respectfully submitted,

Dottie Fuller
Recorder