

**NORTH CAROLINA CENTRAL UNIVERSITY
DURHAM, NORTH CAROLINA
BOARD OF TRUSTEES MEETING MINUTES
April 23, 2014**

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 23, 2014. Chairman Dwight Perry called the meeting to order at 9:00 a.m.

INVOCATION: Trustee Barbee gave the invocation.

ROLL CALL: Present: Dr. Dwight Perry, Mr. John Barbee, Mr. Paul Pope (via telephone conference), Mr. Stefan Weathers, Mrs. Karyn Wilkerson, Mr. Wendell McCain, Mrs. Joan Higginbotham, Ms. Allyson Siegel, Mrs. Kim Saunders, and Mr. George Hamilton. Absent: Dr. Kenneth Tindall, Mrs. Avon Ruffin and Mr. Harold Epps

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

APPROVAL OF THE MINUTES: It was moved by Trustee Higginbotham and properly seconded by Trustee Barbee to approve the minutes dated February 26, 2014. The motion carried.

APPROVAL OF THE SPECIAL CALL MINUTES: It was moved by Trustee Barbee and properly seconded by Trustee Weathers to approve the Special Call minutes dated March 27, 2014. The motion carried.

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.

PRESENTATION OF RESOLUTIONS: Chairman Perry recognized to come forward to be presented with a Resolution Trustee Wendell McCain in remembrance of his father Dr. Franklin McCain. Dr. McCain was a distinguished civil rights advocate, a respected scientist, community leader, a former member of the NCCU Board of Trustees and a member of the UNC Board of Governors.

A copy of the Resolution honoring Dr. McCain is attached.

Next Chairman Perry called forward to be presented with a Resolution Mr. Stefan Weathers honoring his distinctive service on the NCCU Board of Trustees. Mr. Weathers has served with distinction and has been effective advocate for students using a platform of "Communicate, Organize, Advocate."

A copy of the Resolution honoring Mr. Weathers is attached.

REPORT OF THE CHANCELLOR: Chancellor Saunders-White presented her report to the Board. Highlights included the following.

- Chancellor recognized the new Director of BRITE, Dr. David Thomson.

Installation:

- A point of personal privilege to thank trustee members and members of the university community for a week-long series of events that celebrated her installation. Students, faculty and staff, the Installation Committee planned and executed activities that stirred our souls, engaged our community partners, highlighted our students' incredible talents and showcased the innovations within our academic units.

NCCU Updates

- Winning the 2014 Mid-Eastern Athletic Conference Basketball Tournament. The team has been recognized by the Durham City Council, Durham County Commissioners, Durham Bulls and Governor Pat McCrory. Chancellor recognized the entire Athletics Department for what has been an exciting time for our University.

Academic Excellence

- Chancellor highlighted 5 talented students who represented NCCU at the 2014 Honda Campus All-Star Challenge National Championship Tournament earlier this month in California. Advised by Dr. Caesar Jackson and coached by Mr. Christopher Graves, Mr. Clayton Mack and Dr. Janice Dargan, NCCU advanced to the national semifinals. Chancellor recognized the team and the coaches. Chancellor called upon Ms. Victoria Jones, a tournament all-star earning the second highest scoring average per game to share her NCCU story with us.

Faculty Recognition

- Congratulations to Dr. Harvey McMurray as he assumes additional responsibilities within the UNC Faculty Assembly. He has been elected chair of the HBCU subcommittee and a member of the Executive Committee. The other faculty member is Attorney David Green.

Board of Governors Update

- NCCU was one of four campuses that discussed the impact of need-based financial aid for our students at the April BOG meeting. While the dialogue continues, NCCU clearly serves academically gifted students many of whom are from low wealth families. We will continue to advocate for need-based financial aid and will ask the NCCU Board of Trustees to assist us in sharing the story of the impact that our institution has on the lives of more than 8,200 students and 30,000 alumni who are part of our Eagle family.

Budget

- In FY-2011-2012 NCCU began implementing proactive strategies to enhance the institution's quality, efficiency and effectiveness – all with a goal of protecting the University's academic core.
- NCCU began implementation of the Process Improvement and Efficiency Initiative (PIE) in FY 2011-2012 that has generated over \$1.5 million in cost savings for the University.
- Over the past decade, the university has sustained over \$60 million in permanent and one-time budget reductions. NCCU's biennial budget reduction totaled \$3.7 million in FY 2013-2014. While the NC General Assembly has not completed its work, we anticipate reductions at some level for the next fiscal year.
- To manage the FY 2013-2014 budget reductions, the University developed eight guiding principles to ensure reductions aligned with NCCU's 2020 Strategic Plan, University of North Carolina Board of Governors Strategic Directions and the NC General Assembly legislative directives. They are as follows:

- ✓ Protect our core mission and its quality by making cuts strategically (no across the board cuts);
 - ✓ Invest and protect revenue-generating and strategic-reinvestment initiatives across our community;
 - ✓ Eliminate duplicity in University operations;
 - ✓ Align University infrastructure to strategic goals;
 - ✓ Invest in technology that fuels organizational efficiencies;
 - ✓ Assess the roles of middle-management personnel for relevancy, effectiveness, efficiency and best practices;
 - ✓ Freeze vacant positions and, where appropriate, realign with strategic directions;
 - ✓ Limit travel to focus on faculty professional development and revenue-generating areas.
- To ensure the University continues to thrive long-term, NCCU must proactively realign and reorganize its operations, while continuing to be innovative and creative in our instruction, services and delivery.
 - We are realigning NCCU's budget by \$5.6 million from state and non-state sources to plan for strategic investments in academics and student services, impending budget reductions and operational efficiencies.
 - We will eliminate 55 positions, of which 38 are vacant and 17 are currently filled. NCCU will manage the reductions in force and realignments to ensure compassionate treatment of all affected employees.
 - Employees in positions that will be impacted will receive job search support services, career training, opportunities for re-deployment within NCCU, free workshops and other services offered through NCCU Human Resources Department. Those impacted will be notified by the first week in May.
 - As an Institution of higher learning, NCCU has to strategically realign and reorganize its operations in order to thrive. A series of open forums will be scheduled to allow members of the University community to ask questions about the budget reduction and how NCCU will remain strategically focused on our No. 1 priority, student success, without sacrificing the quality of our instruction or services.
 - NCCU along with all University of North Carolina campuses is faced with the challenge of balancing declining state resources while delivering high quality educational and research opportunities.

This proactive measure will allow NCU to remain healthy and competitive making a positive impact to our State and national economic infrastructure.

Commencement

- Plans are underway for the graduation ceremonies of our students who will receive baccalaureate, graduate and professional degrees on Friday, May 9th and Saturday, May 10th as we will celebrate NCCU's newest Eagle alumni.

AUDIT, FINANCE, AND FACILITIES COMMITTEE: Trustee Barbee presented the Audit, Finance, and Facilities Committee report. There was one (1) action item and several informational items.

AUDIT

Mrs. Ivanna Cole, Director of Internal Audit, briefed the Committee on the following audit activity updates since the February 2014 meeting:

- Projects in the Fieldwork Stage
 - Summer Camps
 - Student org. Activities Funds Office (SAFO)
 - Student Affairs
- Projects in the Review Stage
 - Law School – IT

- Monitoring Fees Review
- Projects in Reporting Stage
 - School of Law Career Services Review
 - Non- gift Review
 - University Band Review
 - Institutional Advancement Review
- Completed Projects
 - Research Active Network – no report
 - Athletics Facilities Use- OSA report issued
- Other, Non-Audit Projects
 - Scan Project -Temporary employee hired (Ms. Anika Cobb), work in progress

FINANCE

Associate Vice Chancellor for Administration and Finance Claudia Odom Hager provided the following updates:

- Biennial 2013-2015 State Budget Update as of February 28, 2014.

The beginning State appropriation budget is \$84,084,488. The overall state appropriation adjustments equal -\$3,729,521; bringing the ending state appropriation balance to \$80,354,967. Last year's State appropriation balance totaled \$84,334,189, during the same period.

The beginning receipts balance is \$44,181,109. Since the beginning of the fiscal year, receipts increased \$5,760,108, which brings the ending receipt balance to \$49,941,217. Last year's receipt balance was \$44,796,822 during the same period.

The total ending balances of the state appropriation base budget and the receipts base budget on February 28, 2014 equal \$130,296,184. The total state appropriation and receipts for February 28, 2013 was \$129,130,711, compared to the current fiscal year.

- As of February 28, 2014, the Auxiliary total revenue was \$35,405,796, total expenses of 25,397,657, and ending fund balance of \$23,521,372.

FACILITIES

Mr. Zack Abegunrin, Associate Vice Chancellor for Facilities Management presented a proposal regarding a new 5-year lease with Cricket Communications with 4% annual increases.

It was moved by Trustee Barbee and properly seconded by Trustee Hamilton that the NCCU Board of Trustees approve the lease with Cricket Communications. The motion carried.

Further, Mr. Abegunrin presented a Capital Improvement Projects update. Highlights of his presentation included:

- Status of Projects
- Upcoming Projects
- Energy Performance Contract Projects
- HUB Data

Chancellor Debra Saunders-White provided an update of the Administration and Finance Assessment currently being conducted by Mr. Robert Nelson of Fuquay Solutions. Final report due June 2014.

ACADEMIC AND STUDENT AFFAIRS COMMITTEE: Trustee McCain presented the Academic and Student Affairs Committee Report. There was one (1) action and several informational items.

Due to a lack of a quorum, the action item on the agenda for Academic and Student Affairs, namely the minutes dated February 25, 2014, will be considered by the NCCU Board of Trustees Committee of the Whole at the full Board of Trustees meeting to be held on April 23, 2014.

It was moved by Trustee McCain and properly seconded by Trustee Hamilton that the NCCU Board of Trustees approve the minutes dated February 25, 2014. The motion carried.

Student Affairs Update

Dr. Jennifer Wilder, Interim Vice Chancellor for Student Affairs, presentation included the following activities:

- Career Services provided the following update: 1,230 student appointments have been made thus far this spring semester regarding assessment and assistance with career counseling, interviewing and resume building. 3,522 students utilized the Eagle Career Network Career Management System. 141 students reported receiving internships this spring. Career Services collaborated with the Center for Science, Math and Technology (STEM) with the STEM Professional Development Network Conference, March 22, 2014. There were also several programming and employer engagements that have taken place this spring such as the HBCU Marketplace Conference and the Virtual Career Fair.
- The Residential Life Spring 2014 occupancy rate is 82%; To date applications received for 2014-2015 are as follows: New student = 113 and Returning Students = 1190. There is a potential loss of 537 continuing students due to insufficient academic progression. The NCCU Residential Life Department hosted the first HBCU Facilities Conference for the state of North Carolina, January 31, 2014.
- Student Disability Services has implemented an IPAD Loan Program for students with visual impairments. These instruments provide access to applications that will enhance the student's accessibility and magnification of written materials.
- The Alfonso Elder Student Union hosted a NCAA Watch Party for the NCCU Men's Basketball vs. Iowa State game with 305 students and community members in attendance. Greek Life had five organizations to have spring intake. March 26, 2014 elections were held for SGA officers and the Royal Court. The Society for Leadership held inductions as well. The following are Student Activities Board Updates: 10:40 Breaks were revitalized; the Bowling Alley and Game Room increased their operational hours; and the exterior doors of the facility have been replaced.
- The Women's Center implemented "Change the Game" a new student-led campaign against sexual assault. The Center established a new partnership with National Hollaback, to combat street harassment on campus. The Women's Center currently has 25 middle school girls enrolled in their Women Inspiring Learning Momentum (WILL) Program.

Academic Affairs Update

Dr. Johnson Akinleye, Provost and Vice Chancellor for Academic Affairs, recognized Dr. Betty Dennis, Chair, Department of Nursing who presented a Corrective Action Plan in the Department of Nursing: Highlights of the Plan were as follows:

- Nursing Program Mandates
- 10 Year NCLEX-RN Pass Rates
- Corrective Action Plan Requirements
- Corrective Action Plan for Pre-Nursing Students Admission, Sophomore and Juniors and Seniors
- Faculty Development Activities
- Program Evaluation Plan to be used to assess outcomes

Next, Dean Phyllis Craig-Taylor, School of Law, provided an update and presented a Program Outlook and Corrective Actions. Highlights of her presentation centered on plans to improve the School of Law bar passing rates:

- Strategies and Skill Development
- Curriculum Enhancement
- Invest in Success Program Strategy

Next, Interim Dean School of Business, Dr. Wanda Lester provided an update and presented an Organizational Review and Transition currently underway in the School of Business:

- Chancellor and Provost Overview
- Organizational Transition
- Organizational Assessment/Actions
- Organizational Climate Study
- External Review
- Mission Statement
- Vision Statement

Dr. Johnson Akinleye, introduced Dr. Monica Leach, Associate Vice Chancellor for Enrollment Management, who gave a summary of the enrollment numbers. As of April 21, 2014- 827 are enrolled – 69% with a goal of 1,200 for the incoming class for Fall 2014.

Research and Economic Development Update

Dr. Hazell Reed, Vice Chancellor for Research and Economic Development update included the following:

- The new Director of BRITE is on board, Dr. David Thomson
- Contracts, research and grants received year to-date \$18,064,648
- The latest edition of "The Quest" magazine is available

BOARD OF TRUSTEES OF THE ENDOWMENT FUND: Chairman Perry presented the Endowment Fund Report. There was one (1) informational item.

The committee heard from Mrs. Yolanda Deaver, Associate Vice Chancellor for Administration and Finance, who presented the University's Endowment report. She stated that the market value of the University's Endowment Fund

as of February 28, 2013, was \$21,638,326 compared to \$25,733,195 as of February 28, 2014. This change reflects a market value increase of \$4,094,869 for the same period.

ADVANCEMENT AND EXTERNAL AFFAIRS COMMITTEE: Trustee Hamilton presented the Advancement and External Affairs Committee Report. There were several informational items.

The committee heard a presentation from Dr. Harriet Frink Davis, Vice Chancellor for Institutional Advancement, who shared her donor-centered philosophy for fundraising that focuses on cultivating support from donors by matching their intentions with the university's needs.

Dr. Davis also shared her 2-pronged strategic approach for fundraising with the Board. The plan consists of a 90-Day Strategic View to assess the operational effectiveness of Institutional Advancement by reviewing talent and resources, auditing collateral materials, screening and rating major gifts to the University and enhancing the moves management process to advance donors currently in the pipeline.

Recommendations for changes to infrastructure includes moving to a decentralized model for Institutional Advancement by July 1, 2014, and interviews are underway to hire five (5) new major gifts officers who will be housed in the university's colleges and schools to work with deans, department chairs, faculty and students. Performance metrics for fundraisers have been raised, and technological capabilities have been enhanced with the acquisition of several new tools that will enable fundraisers to increase efficiencies in identifying, segmenting and targeting their assigned donors by affinity, location and giving capacity. Finally, the plan capitalized on the University's MEAC win and participation in the NCAA tournament to heighten media presence, increase athletic support and expand existing sponsorships to partnerships.

New fundraising initiatives include plans for Key City Tours that will include strategic visits to several major cities to engage alumni, corporate executives and individuals of wealth. The first tour will take place in Philadelphia, PA, on October 16, 2014. Trustee Harold Epps will host the event at the African-American Museum. More than 1100 alumni from Pennsylvania, Delaware, New York and New Jersey will be invited to participate.

Institutional Advancement is working in collaboration with NCCU Athletics, launching "*Center Court*," a fundraising initiative focusing on funding for renovations in McDougald-McLendon Gymnasium. Institutional Advancement is continuing to make visits to regional alumni meetings and chapter events, including an upcoming trip to Charlotte, N.C., on April 24, 2014, for a fundraising reception to welcome Dr. Debra Saunders-White. Trustee Allyson Siegel will be providing her assistance with this event by identifying some key corporate prospects.

Dr. Davis reported that gifts raised from July 1, 2013 through April 21, 2014 total \$4,121,425, compared to \$2,902,465 raised for the same period last year.

INTERCOLLEGIATE ATHLETICS COMMITTEE: Trustee Barbee presented the Intercollegiate Athletics Committee Report. There were several informational items.

The Committee heard presentation from Dr. Ingrid Wicker-McCree, Director of Athletics. Highlights of her presentation were as follows:

- Tournament Recap
 - MEAC Championship – NCAA National Tournament
 - National Exposure and support
 - MEAC Distribution Formula

- Vacant Positions
 - Volleyball – Hired Nicki Holmes April 14, 2014

- Assistant AD for Development – posted
- NCCU Eagle Club (Associated Entities)
 - UNC GA Financial Transparency Working Group
 - Financial Reporting Recommendations
 - Associated Entities Recommendations
- Capital Projects Update
 - Visited UNC Charlotte & UNC Pembroke
 - Athletics Facilities Needs Assessment
 - Feasibility Study
 - Athletics Master Plan

NOMINATING COMMITTEE: Trustee Kim Saunders presented the Nominating Committee Report . The Committee met on April 9, 2014, to fulfill its responsibility for presenting a recommended slate of nominees to the NCCU Board of Trustees at its April 23, 2014 meeting. The committee recommends the following slate of nominees for office for the 2014-2015 term as follows:

- George R. Hamilton, Chairman
- John Barbee, Vice Chairman
- Avon Ruffin, Secretary

The election of NCCU Board of Trustees officers will be held at the June 25, 2014, meeting.

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 (via telephone conference call). 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. Karen Baldwin. A copy of her full report is attached.

EXECUTIVE/PERSONNEL COMMITTEE: Chairman Perry presented the Executive/Personnel Committee report with several informational items.

Chancellor Debra Saunders-White and Provost Johnson Akinleye provided updates on personnel matters. Further, Attorney Melissa Jackson Holloway provided an update on pending litigation matters.

CHAIRMAN'S ANNOUNCEMENTS:

- Chairman Perry commented on the week long series of events surrounding the Installation of Chancellor Debra Saunders-White.
- Graduate and Professional Commencement will be held on May 9th at 3:00 p.m. in the McDougald-McLendon Gymnasium.
- Chancellor's Reception for graduate students and families will be held at 6:00 p.m. in the Elder Student Union.

- Baccalaureate Commencement will be held on May 10th at O'Kelly Riddick Stadium.
- The next NCCU Board of Trustees meeting is scheduled for June 24-25, 2014.
- The NCCU Board of Trustees Statements of Economic Interests forms all have been submitted to the NC Ethics Commission in timely manner. Chairman Perry thanked all trustees for their cooperation in fulfilling this mandatory request.

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

Respectfully submitted:

Dottie Fuller
Recorder