



The University of North Carolina at Charlotte
Board of Trustees Retreat
Bioinformatics 217
August 3, 2023

Open Session Minutes

Present

Dennis Bunker, Chair
John Bailey
Geoff Gray
Wendy Grubbs
Christine Katziff
J. Brett Keeter
Hugh McColl Jr.
Tife Olusesi
Michael Smith
Sasha Weintraub
Dontá Wilson
Teross Young Jr.

Absent

Fred Klein Jr.

Guests/Staff in Attendance

Sharon Gaber, Chancellor
Kim Bradley, Chief of Staff
John Daniels, Interim Vice Chancellor for Research
Betty Doster, Special Assistant to the Chancellor for Constituent Relations
Audra Esposito, Staff Council Chair
Mike Hill, Director of Athletics
Jesh Humphrey, Vice Chancellor for Institutional Integrity and General Counsel
Melva Jenkins, Administrative Liaison for University Governance
Claire Kirby, Associate Provost of Enrollment Management
Dawn Fortin Mattoon, Ruffalo Noel Levitz (RNL)
Xiaoxia Newton, Faculty Council President
Larry Shaheen Jr., Trustee (appointment pending)
Jennifer Troyer, Interim Provost and Vice Chancellor for Academic Affairs
Landis Barber, Guest
Seneca Jacobs, Guest

Call to Order. Mr. Bunker called the meeting to order and reminded members of the Board of their

duty to avoid conflicts of interest and appearances of conflicts under the State Government Ethics Act in accordance with Chapter 138A of the North Carolina General Statutes and advised the trustees to make him aware of any conflict of interest or any appearance of a conflict of interest with respect to any matters coming before the Board at any time during this meeting. No conflicts of interest were reported.

Ms. Bunker welcomed trustees to the 2023-34 Board of Trustees Retreat and added a special welcome to new trustees. He then directed trustees' attention to the committee assignments handout in their folders.

Overview of Agenda. Chancellor Gaber provided a brief overview of the agenda.

Enrollment Forecast. Ms. Mattoon, the RNL enrollment consultant, provided an informative overview of the enrollment trends on both the national and state levels. Ms. Kirby presented information on what the University is doing to strategically manage enrollment. Robust discussion ensued regarding the trends and retention as an important part of the enrollment equation.

Strategic Focus. Chancellor Gaber outlined a high-level overview of the University strategic plan, advising the Board that she will present the annual progress report on meeting the Board of Trustees metrics at the September Board meeting. She stated that our mission puts both accessibility and affordability at the core, emphasizing that we are one of only two UNC System institutions with a pledge of affordability in our mission. Chancellor Gaber reviewed the four strategic areas of focus, and pointed out that our strategic goals align closely with those for the UNC Board of Governors. She introduced the premier of the 2022-23 Chancellor's Annual report video, which recounts the remarkable progress the University has made in the last year towards becoming a globally recognized top-tier research university, work that is crucial to accelerating growth and expanding workforce opportunities for our region and our state.

Following the viewing of the annual report video, Chancellor Gaber addressed the strategic priorities for the coming year, with a focus on growing enrollment and increasing graduation rates, as well as growing the University's research portfolio and expenditures. She reemphasized that both research and enrollment align with the metrics set by the Board of Governors, in alignment with the UNC System strategic plan. Chancellor Gaber highlighted several strategic actions that began during the past year that will continue in the upcoming year such as: enrollment management planning, which includes undergraduate and graduate enrollment goals and graduation and retention rates; alignment on online programs for working professionals; research division reorganization; the division of the College of Liberal Arts and Sciences to create two specialized colleges to enhance their visibility and create a stronger shared identity for each; completing the comprehensive facilities master plan update to ensure that campus facilities align with strategic priorities and support academic and research endeavors effectively.

Next, Chancellor Gaber provided examples of how the University is growing campus partnerships to foster growth and development in our region such as: collaboration with the U.S. Performance Center (USPC) to create an innovative Human Performance Center of Excellence and create the largest national team training and residency campus in Charlotte; being one of four UNC System partners to participate in the initiative to help accelerate innovation in Charlotte and statewide

through collaboration with NC Innovation; collaboration with Center City partners to create the North Tryon Tech Hub, with the Dubois Center as its anchor; embracing partnerships with North Carolina community colleges; and proactively engaging the Charlotte community to forge strong connections with key influencers.

Chancellor Gaber then addressed the importance of growing philanthropic partnership support for the University and the successful launch of a five-year comprehensive partnership fundraising campaign with the primary focus on growing the University's endowment, bolstering scholarship support, and providing vital funding for research, academic excellence and student life.

She then discussed the transition to the American Athletic Conference, and the opportunity to strategically leverage the move to the bigger stage so it is most beneficial to the entire University, helping to raise visibility at a national level. She also discussed our continued focus on University branding and reputation, through concerted efforts to actively shape and reinforce the image of UNC Charlotte as a prestigious and innovative university.

Chancellor Gaber concluded by reassuring trustees that their service and investment in the University plays a pivotal role in shaping the future in three major areas of impact: economic mobility, economic growth and economic vibrancy of the city, region and state.

Robust discussion ensued regarding the Board's role in supporting the Chancellor in achieving her strategic vision and priorities.

The meeting was then recessed for lunch.

Mr. Bunker reconvened the meeting following lunch, reminding trustees that the conflict of interest statement was still in effect for the remainder of the meeting.

Becoming a Top Tier Research University. Dr. Daniels provided a comprehensive and informative presentation giving guidance on how the University can obtain R1 status. He provided insight on how the trustees can advocate the region's need for Charlotte to be an R1 institution. Robust discussion ensued around the needs and bold new initiatives available to invest in support of the University's research.

Approval of University Policy 314, Centers and Institutes. Dr. Daniels presented an overview of the recommended revisions to University Policy 314, which addresses the establishment, reviewing, or discontinuation of University Centers or Institutes submitted to the Vice Chancellor for Research.

Mr. Bunker requested a motion to approve the recommended revisions to University Policy 314, Centers and Institutes as presented.

Action. On a motion by Mr. Wilson, seconded by Mr. Young, the Board unanimously approved the recommended revisions to University Policy 314, Centers and Institutes as presented.

Move to the AAC. Mr. Hill discussed the athletics department's recent move to the American Athletic Conference and shared his vision of the promising future for athletics and what is needed to ensure a successful transition. Robust discussion ensued about future support of athletics.

Motion to Convene in Closed Session. Mr. Bunker requested a motion to convene in closed session pursuant to the following General Statute of the State of North Carolina:

a. Pursuant to N.C.G.S §143-318.11 (a)(6), To consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual, public officer or employee, or prospective public officer or employee.

Action. On a motion by Ms. Wilson, seconded by Mr. Smith, the meeting convened in closed session.

Closed Session

Closed session minutes are filed in the office of the assistant secretary to the Board of Trustees.

Open Session

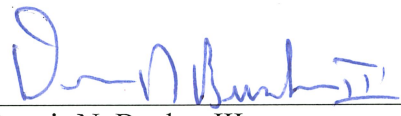
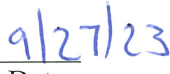
Board Reflections. Mr. Bunker offered remarks to adjourn the meeting, challenging the Board to work within their spheres of influence to raise awareness and sync up the public perception about UNC Charlotte with the reality of the University's excellent programs and initiatives and the tremendous impact that it is having on Charlotte and the surrounding region.

Submitted:

Kim S. Bradley Date
Assistant Secretary to the Board
UNC Charlotte Board of Trustees

Approved:

Dennis N. Bunker III Date
Chair
UNC Charlotte Board of Trustees