



UNC CHARLOTTE

The University of North Carolina at Charlotte Board of Trustees

Retreat

August 24, 2018

Whitehead Manor Conference Center, Charlotte, NC

Meeting Minutes

Present

Joe L. Price, Chair
Dennis N. Bunker III
Susan D. DeVore
Theresa J. Drew
Dhiaa Jamil
J. Brett Keeter
Niayai L. Lavien
Mary Ann Rouse
Michael L. Wilson
Teross W. Young Jr.

Absent

Sharon Allred Decker
Fred W. Klein Jr.
Laura A. Schulte

Staff /Guests in Attendance

Philip L. Dubois, Chancellor
Kim Bradley, Chief of Staff
Pamela Broome, Lab School Coordinator
Anne Brown, Associate Vice Chancellor for Finance
Bart Bruchok, Director, Capital Projects
Rob Bryan, Member, Board of Governors
Philip Byers, Member, Board of Governors
Celeste Corpening, Staff Council Chair
Betty Doster, Special Assistant to the Chancellor for Constituent Relations
Beth Hardin, Vice Chancellor for Business Affairs
Mike Hill, Director of Athletics
Kathryn Horne, Director of University Space Management and Utilization
Jesh Humphrey, Vice Chancellor for Institutional Integrity and General Counsel
Joan Lorden, Provost and Vice Chancellor for Academic Affairs
Tina McEntire, Associate Provost for Enrollment Management

Ellen McIntyre, Dean, School of Education
Karen Morgan, Fellow, American Council on Education
Jennifer Ward, Liaison to the Board of Trustees and the Cabinet
Stephen Ward, Associate Vice Chancellor for University Communications

Open Session

Call to Order. Mr. Price called the meeting to order and reminded members of the Board of their duty to avoid conflicts of interest and appearances of conflicts of interest under the State Government Ethics Act, in accordance with Chapter 138A of the North Carolina General Statutes, and advised the Trustees to notify him immediately if anyone should become aware of a conflict of interest or any appearance of a conflict of interest with respect to any matters coming before the Board at any time during the meeting. No conflicts of interest were reported.

Welcome and Announcements. Mr. Price greeted the Trustees and welcomed Karen Morgan, a member of the 2018-2019 American Council on Education Fellows program. Mr. Price encouraged the Trustees to attend upcoming University events, particularly those designated as high priority:

- The Chancellor's Speaker Series on October 16 at Center City featuring physicist Michio Kaku.
- The launch of the University's Civic Action Plan on November 1.
- The next Board of Trustees meetings on October 2 and November 27.

Mr. Price also asked the Trustees to consider attending the 2019 Association of Governing Boards National Conference on Trusteeship, April 14-16, in Orlando.

Phil's View of the World. Chancellor Dubois presented an overview of the University's administrative principles, governance, and operational fundamentals. The Chancellor noted that faculty, staff, and the University as a whole had received a number of awards and distinctions in the last academic year. The Chancellor also reviewed successes in academics, administration, community and political engagement, programs, policy development, risk management, athletics, and facilities development. Chancellor Dubois also discussed challenges and priorities for 2018-2019.

Laboratory School. Dr. McIntyre and Ms. Broome presented an update on plans for Niner University Elementary School, a lab school developed in response to North Carolina legislation intended to provide high-need students with enhanced educational experiences and to prepare teachers and principals with skills needed to be effective in high-needs schools. Dr. McIntyre discussed the University's internal and external partnerships in planning for the school. Ms. Broome discussed the school's physical setting within an existing CMS middle school, the school's enrollment timeline, mission, and expected challenges and opportunities.

Board Governance. Ms. Bradley briefly reviewed education topics that have been presented to the Board in the last several years and requested that the Trustees let her know what education topics they believe are most important for the coming year. Mr. Price discussed Board engagement at

Board and Committee meetings. Ms. Bradley reviewed the proposed elements of an orientation program for new Board members. Ms. Doster discussed the need to begin to identify future candidates for the Board of Trustees.

What is the Board's Role in Advocacy? Ms. Doster discussed the roles Board members can take in advocacy with lawmakers and the Board of Governors.

Understanding Tuition and Fees, or Why All Dollars Are Not Green. Chancellor Dubois presented an overview of tuition, academic and nonacademic student fees, and service charges. The Chancellor explained the University's process for determining fee increases within the cap set by the Board of Governors each year, why fees increase, and why combining tuition and fees is not a viable concept.

Motion to Convene in Closed Session. Mr. Price requested a motion to convene in closed session.

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

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

Open Session

Enrollment Growth: UNC Charlotte at 35,000. Dr. Lorden and Ms. McEntire presented an overview of enrollment growth and what actions will be necessary to drive enrollment to and prepare for a student body of 35,000. Dr. Lorden reviewed the thought process and research that resulted in a goal of 35,000 students, and she presented data on enrollment growth from 2007 to 2017, graduation rates and degrees awarded, academic programs added since 2007, growth in online course offerings, and faculty growth. Dr. Lorden also discussed the University's physical expansion, classroom usage, and capacity to accommodate a student body of 35,000.

Ms. McEntire discussed undergraduate enrollment growth, undergraduate recruitment practices, the freshman class profile, student perceptions of UNC Charlotte, competition for students, projected declining enrollment of North Carolina high school graduates, and financial aid.

Mr. Price stated that, because of time constraints, the Graduate Education portion of the enrollment presentation would be deferred to the October 2 Board of Trustees meeting.

Capital Projects: Planning, Funding, and Execution Processes. Mr. Jones presented an overview of the capital project planning process, including five-year capital plans; project authorization, funding, design and construction, and timelines; public-private partnerships; construction costs; and total cost of ownership.

Space Needs and Capital Plans. Ms. Horne, Ms. Brown, and Mr. Bruchok presented an overview of UNC Charlotte's current space capacity and needs. Ms. Horne presented data indicating that,

with its current student population of roughly 29,000, UNC Charlotte has a deficit of more than 1 million assignable square feet of academic space and particularly needs additional capacity for needs such as science classrooms, study space, computing and informatics, and research.

Title IX in Athletics. Mr. Price stated that, because of time constraints, the Title IX presentation would be deferred to the October 2 Board of Trustees meeting.

University Brand Communications and Origins of Opportunity. Mr. Ward presented an overview of the University's brand communications. Mr. Ward discussed the need for new research into stakeholder perceptions and the effectiveness of messaging themes used during the Exponential campaign. Mr. Ward presented University Communications' messaging strategy and key considerations as the University's brand communications move forward. Mr. Ward presented "Origins of Opportunity," a University Communications-produced video documenting the UNC Charlotte Pride of Niner Nation marching band's participation in the 74th anniversary commemoration of D-Day in Normandy, France, and he discussed how the video project dovetails with University Communications' messaging strategy.

Conversation with Board of Governors Liaisons. Chancellor Dubois introduced Board of Governors liaisons Philip Byers and Rob Bryan. Mr. Byers and Mr. Bryan spoke briefly to the Trustees about issues facing the Board of Governors and the UNC System constituent institutions and about positive engagement with the General Assembly and the Board of Governors.

Adjourn. Mr. Price thanked the Trustees for their attendance at the retreat. There being no other business, Mr. Price adjourned the meeting.

Submitted: Kim S. Bradley 10/2/18
Kim S. Bradley Date
Assistant Secretary
UNC Charlotte Board of Trustees

Approved: Joe L. Price 2-OCT-18
Joe L. Price Date
Chair
UNC Charlotte Board of Trustees