



**The University of North Carolina at Charlotte
Board of Trustees**

Retreat

Duke Mansion, 400 Hermitage Road, Charlotte NC 28207

August 25, 2016

Open Session Minutes

Presiding: Joe L. Price, Chair

Present

Catherine P. Bessant

Fahn K. Darkor

Sharon Allred Decker

Susan D. DeVore

Theresa J. Drew

David L. Hauser

Dhiaa Jamil

Fred W. Klein

Karen A. Popp

Michael L. Wilson

Staff /Guests in Attendance

Philip L. Dubois, Chancellor

Bruce Blackmon, Director of Financial Aid

Kim Bradley, Chief of Staff

Carol Cartwright, Association of Governing Boards Consultant

Beth Hardin, Vice Chancellor for Business Affairs

Jenny Jones, Director of Alumni Affairs

Phil Jones, Associate Vice Chancellor for Facilities Management

Amy Kelso, Senior Associate General Counsel

Tina McEntire, Associate Provost for Enrollment Management

Judy Rose, Director of Athletics

Niles Sorensen, Vice Chancellor for University Advancement

Darin Spease, Senior Associate Athletic Director for Business

Gary Stinnett, Associate Vice Chancellor for Human Resources

Jennifer Ward, Liaison to the Board of Trustees and the Cabinet

Keith Wassum, Associate Vice Chancellor for Business Services

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 Discussion of 2016 Board Meeting Dates and Events. Mr. Price greeted the Trustees and welcomed Dr. Cartwright. Mr. Price reviewed upcoming University events and encouraged the Trustees to attend, particularly those designated as high priority:

- The Chancellor's Speaker Series on Wednesday, September 21, at Center City.
- The capital campaign kickoff and naming of the Student Union on Thursday, September 21. Mr. Price reminded the trustees that the naming of the Student Union should be kept confidential.
- The Cato College of Education dedication on Friday, November 11. Mr. Price reminded the trustees that this dedication should be kept confidential.

Mr. Price also announced the dates of the Board of Trustees meetings for the academic year:

- Wednesday, November 30, 2016
- Thursday, February 9, 2017
- Friday, April 21, 2017

Lake and Edward J. Snyder Distinguished Professor in Special Education and Irwin Belk Distinguished Professor in Health Research. Chancellor Dubois reviewed a request to revise the plans for two existing professorships. The Board of Trustees expressed approval of the revisions, and Chancellor Dubois stated that he will request President Spellings' approval of the revisions.

Institutional Plan Approval. Chancellor Dubois reviewed the 2016-2021 Institutional Plan and stated that the plan will be linked to University and division goals. The Chancellor stated that the new Board of Governors planning process is in its infancy but that the areas of focus identified in that plan do align with the University's plan. The Chancellor stated that UNC Charlotte staff will review the Board of Governors' plan once it is published. Chancellor Dubois stated that funding of enrollment growth is one of the most important areas to watch. Mr. Price requested a motion to approve the Institutional Plan.

Action. On a motion by Ms. DeVore, seconded by Ms. Drew, the Board of Trustees approved the University's 2016-2021 Institutional Plan.

Board Orientation and Education Topics. Chancellor Dubois briefly reviewed the documents that the Chancellor's office provides to new trustees. The Chancellor also reviewed the topics that a 2014 Board survey identified as most important for ongoing Board member education. The Chancellor presented a plan for full Board and committee education sessions for 2016-2017, noting that fewer education topics will be presented this year in order to maintain manageable agendas.

Results of Board of Trustees Self-Assessment. Dr. Cartwright reviewed the results of the 2016 Board of Trustees self-assessment survey. Dr. Cartwright noted that the assessment revealed very strong ratings related to mission and strategy, leadership and shared governance, quality of educational experience, Board performance, and Board culture. Dr. Cartwright noted some areas of concern in the category of institutional sustainability and suggested a number of topics that

could be further explored in Board and Committee meetings. Dr. Cartwright stated that UNC Charlotte's Board of Trustees performs at a high level and in strong partnership with the Chancellor.

Phil's View of the World. Chancellor Dubois presented an overview of the University's administrative principles, governance, and operational fundamentals; reviewed 2015-2016 faculty/staff and institutional distinctions; discussed successes in academics, administration, community and political engagement, programs, policy development, risk management, athletics, and facilities development; and noted several issues as well as challenges and priorities for 2016-2017.

Hotel/Conference Center Update. Mr. Sorensen reviewed progress on the concept of a hotel and conference center on the University's campus and discussed how the project would likely be funded.

Access and Affordability. Chancellor Dubois presented data on tuition and fees. Ms. McEntire presented data on undergraduate cost of attendance, freshman financial aid, student loans and grants, and how UNC Charlotte student loan debt compares to that of the University's sister and peer institutions. Chancellor Dubois presented data on the salaries of graduates from programs in business, computing, education, engineering, and nursing and for all majors combined.

Alumni Affairs Update. Ms. Jones presented an update on the efforts of Alumni Affairs to develop additional resources and funding sources and discussed the role of alumni in the success of the capital campaign and engagement strategies. Ms. Jones also reviewed efforts to engage alumni in throughout North Carolina and in key U.S. cities.

Campaign Update. Mr. Sorensen updated the Trustees on the progress of the capital campaign and discussed events related to the September 22 Exponential campaign announcement.

Alcohol Sales at Sporting Events. Ms. Rose and Mr. Wassum presented an overview of the issues, including data on institutions that currently sell alcohol at sports events. Ms. Kelso discussed the legal issues involved in alcohol sales. The trustees asked several questions about the rationale for selling alcohol and how the sale of alcohol to underage attendees would be prevented. Chancellor Dubois stated that the University will develop a detailed proposal for alcohol sales. Ms. Rose stated that if the University does move forward with the sale of alcohol at sports events, sales could begin in the 2017-2018 academic year.

Athletic Conference Developments. Chancellor Dubois discussed athletics operations fees and athletic debt service and the relationship of student fees to total athletics revenues. The Chancellor stated that approximately \$5 million in debt service fees will have been accumulated by 2020 and said those funds might be available for football stadium expansion. Mr. Spease explained grant funding for student-athletes. Mr. Spease also discussed decreased revenues from television coverage and how the Athletics program will absorb those losses.

Chancellor Dubois also briefly discussed athletics conference realignment scenarios.

Five-Year Capital Plan Update. Ms. Hardin and Mr. Jones discussed the University's five-year capital plan, including the significance of the plan, changes from previous plans, challenges for the

campus community, major components of the plan, funding, execution, projects in design, and project management and coordination.

Workforce Demographics. Mr. Stinnett presented an overview of talent and succession planning at UNC Charlotte. Mr. Stinnett described the differences between employment in positions exempt from the State Human Resources Act (EHRA) and employment subject to the Human Resources Act (SHRA). Mr. Stinnett presented data on average faculty and staff age, years of service, and turnover rate, and he presented years of service, retirement eligibility, and turnover for Tier 1 and Tier 11 Senior Academic and Administrative Officers (SAAO). Mr. Stinnett noted that 35 percent of SAAO leadership will be eligible to retire within the next five years. Mr. Price asked if a succession plan specifically for Tier 1 positions is available, and the Chancellor stated that Tier 1 succession can be presented at an upcoming Board of Trustees meeting. Ms. DeVore suggested that an annual review of top positions likely to open up could be helpful. Ms. Hardin stated that Business Affairs maintains a critical human resources plan. Mr. Stinnett presented strategic salary adjustments over the last ten year. Mr. Stinnett also reviewed the University’s efforts to retain talent, EHRA and SHRA compensation, and employees’ stated reasons for separating from the University. The Trustees discussed the need to plan for unexpected staff losses.

New Business. Mr. Price thanked the Trustees for their attendance at the retreat.

Adjournment. There being no other business, Mr. Price adjourned the meeting.

Submitted:

Kim S. Bradley	Date
Chief of Staff and	
Assistant Secretary to the Board	

Approved:

Joe L. Price	Date
Chair	
UNC Charlotte Board of Trustees	