



UNC CHARLOTTE

The University of North Carolina at Charlotte Board of Trustees Retreat

September 10, 2019

Whitehead Manor, 5901 Sardis Road, Charlotte NC 28270

Open Session Minutes

Present

Michael L. Wilson, Chair

Susan D. DeVore

Dennis N. Bunker III

Chandler A. Crean

Theresa J. Drew

Christine P. Katziff

J. Brett Keeter

David W. Mildenberg

Mary Ann Rouse

Carlos E. Sanchez

Teross W. Young Jr.

Absent

Sharon A. Decker

Fred W. Klein Jr.

Staff and Guests in Attendance

Philip L. Dubois, Chancellor

Joel Avrin, Faculty Council President

Kevin Bailey, Vice Chancellor for Student Affairs

John Bogdan, Associate Vice Chancellor for Safety and Security

Celeste Corpening, Staff Council President

John Van Dyke, Jenkins Peer

Shari Dunn, Senior Executive Assistant to the Chancellor

Myles Gallagher, The Superlative Group

Beth Hardin, Vice Chancellor for Business Affairs

Mike Hill, Athletic Director

Jesh Humphrey, Vice Chancellor for Institutional Integrity and General Counsel

Melva Jenkins, Administrative Liaison for University Governance

Victor Jones, Jenkins Peer

Joan Lorden, Provost and Vice Chancellor for Academic Affairs

Tina McEntire, Associate Provost

Colleen Penhall, Chief Communications Officer

Pat Nieser, The Superlative Group

Ken Smith, Budget Director
Rich Steele, Associate Vice Chancellor for Business Services
Jon Varnell, Associate Vice Chancellor for Facilities Management
Algen Williams, HOK

Call to Order. Mr. Wilson 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.

Mr. Wilson thanked everyone for coming and introduced and welcomed the three new Trustees, Christine Katziff, David Mildenberg, and Carlos Sanchez to the Board.

Mr. Wilson advised the Trustees of some key events they may want to consider attending in the future:

Next Full Board Meeting – October 2
Chancellor’s Speaker Series – October 15
UNC System BOT Workshop - October 17-18
Ladies’ Holiday Luncheon – December 3

Lastly, Mr. Wilson encouraged the Trustees to consider attending the 2020 Association of Governing Boards’ National Conference on Trusteeship, April 5-7, 2020, in Washington, D.C.

Phil’s View of the World. Chancellor Dubois presented an overview of the University’s administrative principles. He discussed our strong governance principles, as well as some significant governance concerns. He highlighted some of many awards and distinctions received by faculty, staff, students, and alumni over the past year. Chancellor Dubois also presented the names of new senior administrators, including deans and associate vice chancellors. Chancellor Dubois then reviewed the successes achieved in academics, research, student affairs, athletics, advancement, politics and community relations, events, facilities and grounds, and legal issues and policy revisions. He also discussed some of the challenges that we faced this past year, as well as challenges, priorities, and goals for the 2019-2020 academic year.

Enrollment Forecast and Financial Implications. Ms. Lorden, Ms. Hardin, Ms. McEntire, and Mr. Smith reported on enrollment trends and funding. They discussed the 2019-2020 enrollment numbers in comparison to last year, and reported that the overall decrease in enrollment of 95 students was less than originally projected. Several factors are believed to have played a part in the enrollment decline, including the April 30 shooting, slow decline in transfer students, decline in international students, and the increased 4-year graduation rate. We did experience increased enrollment in some areas, which offset the overall decline. Contributing factors include increased retention, new graduate programs and residency programs for teachers. Opportunities for future enrollment growth were discussed, including expanded online programs, advanced transfer agreements such as 49er Next, and increased outreach to “part way home” students.

Chancellor Search Process. Mr. Wilson shared the proposed timeline (9 months) and process for the Chancellor Search. The kick off meeting for the Search Committee is planned for the weeks of September 30 or October 7, with President Roper attending to give the committee its charge. The Search Committee meetings are subject to the Open Meetings Act. All Trustees are invited to attend the meetings but must sign a non-disclosure statement.

Mr. Wilson stated five UNC campuses are going through search processes (Chapel Hill, ECU, Fayetteville State, School of the Arts, UNC Charlotte). The Board of Governors have recently changed the approval process to allow Boards to submit two rather than three unranked names to the President. Our BOG liaison, David Powers, sits on the Governance Committee that makes the final recommendation to the Board of Governors.

Mr. Wilson stated that policy mandates that we consider and invite non-traditional candidates. This Board should play an active role in the process. Trustees can consider whether they know somebody to recommend.

In-depth discussion ensued with the Trustees asking clarifying questions about the proposed timeline, approval process, considerations for appointing an interim if the process takes longer than expected, and the competitive impact of five simultaneous searches and what we can do to market UNC Charlotte. It was agreed that Mr. Wilson will approach the System Office to request a waiver stating that the next Chancellor will not be required to live in Bissell House, as that could be a barrier for candidates with younger children. The Trustees also discussed the importance of the leadership statement and Mr. Wilson reiterated that the search firm will provide significant guidance with crafting the statement, which will incorporate feedback from the campus engagement sessions.

Business Affairs Overview. Ms. Hardin presented an overview of the Division of Business Affairs, which provides the corporate infrastructure (money, people, buildings) to enable the mission of UNC Charlotte. Ms. Hardin described each of the departments in Business Affairs, including Financial Services, Human Resources, Facilities Management, Safety and Security, Business Services, Technical Operations and Planning, and Communications. In total, there are more than 1,400 employees in the Division providing services on any given day. Ms. Hardin noted that the University does outsource food services to Chartwells and the book store to Barnes and Noble.

Ms. Hardin also provided the Trustees with some highlights, including the University's strategy in approaching salary adjustments during Chancellor Dubois' tenure; the University's recent Office of Federal Contract Compliance Programs (OFCCP) audit that lasted two years and produced no findings; and Police and Public Safety's accreditation, which is quite rare.

Ms. Hardin then discussed some of the challenges facing the University, including underfunding, our large number of first-generation students who may have higher needs, and the fact that we are at an inflection point in our enrollment growth and its impact on revenues. A robust discussion then ensued about all of these topics.

Athletics Master Plan. Mr. Hill, introduced Algen Williams from HOK and John Van Dyke and

Victor Jones from Jenkins Peer, the consultants assisting in the development of the Athletics Master Plan. Together they provided the Trustees with an overview of the Plan which is still being developed.

Student Affairs Division Overview. Dr. Bailey presented an overview of the Division of Student Affairs, which includes the following functional areas: Office of the Dean of Students, Health and Wellness, Housing and Residence Life, Student Venues and Engagement, Student Engagement, and Academic Partnerships. Dr. Bailey also discussed the Division's goals and priorities for 2019-2020, including implementing a year-long onboarding for first-year students, creating a student legal services office, completing the UREC and Veterans Park construction projects, strengthening the Niner Choice program to better serve off-campus students and build strong relationships with the apartment complexes, evaluating and revising the summer conference model to increase revenues, eliminating food insecurity on campus, completing the Greek Life anniversary fundraising campaign, and establishing an advisory board for financial literacy efforts.

Dr. Bailey shared that the new Moore Hall is scheduled to open Fall 2021, replacing Moore and Sanford Halls. He also shared that the Collegiate Recovery Center is the leading center in the UNC System and is outperforming all other campuses.

Mr. Wilson noted that Dr. Bailey and Mr. Hill have brought energy to their roles and have a strong connection to students that you don't see at every university.

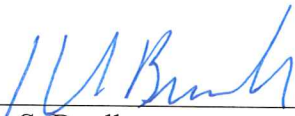
April 30 After-Action Review. Mr. Bogdan and Ms. Hardin presented a briefing on the Internal After-Action Report that was completed after the shooting. Mr. Bogdan began by providing the timeline of events, including a summary of the emergency response timeline. He then discussed the lessons learned, including items to sustain and items to improve related to preparedness, initial response, operational response, and initial recovery. The presentation with all items discussed is in the board book. Mr. Bogdan stated that the external review of the incident and how it was managed has begun. The review is being conducted by the International Association of Campus Law Enforcement Administrators (IACLEA) and is expected to be completed by Spring 2020.

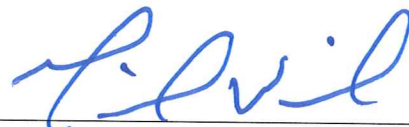
The Superlative Group: Naming Rights and University Preferred Partnerships Valuation Summary. Chancellor Dubois introduced Pat Nieser, Vice President for Corporate Partnerships and Development and Myles Gallagher, President of The Superlative Group, and provided the Trustees with the background of how we came to work with them. Chancellor Dubois stated that we are in the process of determining appropriate next steps to initiate Phase II, the "sales phase". He noted that no academic buildings will be included as sponsorship opportunities.

He turned the presentation over to Messrs. Nieser and Gallagher who provided an overview of The Superlative Group and its work with campus sponsorships. They then described their work with UNC Charlotte and the valuation methodology utilized to value the University's assets for potential naming rights and corporate sponsorships. They also discussed the potential Phase II sales strategy and potential next steps.

Discussion ensued with the Trustees asking clarifying questions, including how Superlative is paid and what the process is once a potential sponsor indicates interest. Msrs. Nieser and Gallagher reiterated that the University makes the final decision and maintains control of the contract negotiation with all potential sponsors.

Meeting Adjourned. Mr. Wilson adjourned the business portion of the retreat and invited Trustees and guests to join him downstairs for the reception hour.

Submitted:  10/8/19
Kim S. Bradley Date
Assistant Secretary to the Board
UNC Charlotte Board of Trustees

Approved:  10.02.19
Michael L. Wilson Date
Chair
UNC Charlotte Board of Trustees