



The University of North Carolina at Charlotte
Board of Trustees Retreat
The Duke Mansion
400 Hermitage Road, Charlotte, NC 28262
August 23, 2022

Open Session Minutes

Present

Susan DeVore, Chair
John Bailey
Dennis Bunker III
Christine P. Katziff
J. Brett Keeter
Tatiana Larson
David Mildenberg
Sasha Weintraub
Teross Young Jr.

Absent

Sharon Decker
Wendy Grubbs
Fred Klein Jr.
Dontá Wilson

Staff and Guests in Attendance

Sharon Gaber, Chancellor
Kim Bradley, Chief of Staff
Melva Jenkins, Administrative Liaison for University Governance

Rich Amon, Vice Chancellor for Business Affairs
Justin Ashe, OneIT Client Engagement, Director of Client Solutions & Support
Mike Carlin, Vice Chancellor for OneIT and Chief Information Officer
Beth Crigler, Interim Vice Chancellor for University Advancement
Betty Doster, Special Assistant to the Chancellor for Constituent Relations
Shari Dunn, Senior Executive Assistant to the Chancellor
Susan Harden, Faculty Council President
Mike Hill, Director of Athletics
Jesh Humphrey, Vice Chancellor for Institutional Integrity and General Counsel
Joan Lorden, Provost and Vice Chancellor for Academic Affairs
Brian Mosely, One IT Client Engagement, Technology Support Analyst
Nicole Peterson, American Association of University Professors President

Niles Sorensen, Special Assistant to the Chancellor
Jen Ames Stuart, Chief Communications Officer/Associate Vice Chancellor for University
Communications
Rick Tankersley, Vice Chancellor for Research and Economic Development
Jeff Wetherbee, OneIT Client Engagement, Business Analyst
Brandon Wolfe, Associate Vice Chancellor for Diversity and Inclusion and Chief Diversity
Officer

Call to Order. Ms. DeVore 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. DeVore thanked everyone for coming and introduced Mr. Bailey who was appointed to complete Carlos Sanchez's term. She then advised trustees of the changes to the schedule of the provost candidate interview lunches. Ms. DeVore encouraged trustees to attend the lunches when possible for the opportunity to meet and interact with the candidates prior to the selection committee's final choice. Ms. DeVore then asked Chancellor Gaber to give an overview of the agenda.

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

Housekeeping Items. Ms. Jenkins informed the trustees that going forward, all communication will be sent to their university emails. She introduced members of the OneIT Client Engagement team who were onsite to assist with setting up the university email accounts and forwarding the accounts to an email of their choice, if desired.

New Committee Structure and Revision of Bylaws. Ms. DeVore reminded trustees of the April new committee structure and meeting schedule.

Ms. DeVore then discussed the proposed revisions to the bylaws, beginning with an overview of the of the content of the bylaws. She then reviewed in detail the proposed revisions, including the changes to the standing committees, the incorporation of recent Board of Governors' guidance for trustee attendance at meetings, and other less substantive changes.

Discussion ensued about some of the proposed revisions, particularly the attendance mandate from the Board of Governors. Specifically, trustees questioned the implications for the state law governing the maximum of three absences before a seat is considered to be vacated. s. Ms. DeVore asked that staff follow up on the areas attendance questions and stated that the bylaws will be reviewed and adjusted as appropriate and brought back to the September 15 Board of Trustees meeting for consideration and approval at the September meeting.

Chancellor's Update. Chancellor Gaber began her update by discussing the University's focus on

the taking care of our staff, faculty, and students, remaining cognizant of mental health concerns after the troubling past few years. She highlighted the University's participation with Giner.com, the System's mobile app that allows all permanent faculty and staff to access mental health support resources, including coaching, therapy, and self-care resources. She reported that implementation is targeted for October 1, 2022.

Next, Chancellor Gaber expressed the importance of retaining our existing employees and shared that she has encouraged divisions and departments to think critically about turnover and how to best reward and incentivize employees. She then discussed the components of the much needed and very appreciated FY23 annual raise process, which will help correct some salary compression issues. Chancellor Gaber then addressed the issue of the lengthy recruitment and hiring process, committing to focus on striving to streamline sticking points that make the process so long.

Chancellor Gaber then reported that the University continues to follow CDC guidance in the ongoing fight against the COVID-19 endemic, and the new threat of monkeypox. She stated that the University strategy will be to focus on encouraging safe behaviors, communicating facts and keeping the campus well informed.

Next, Chancellor Gaber transitioned to safety and security measures on campus, highlighting the Police and Public Safety department's outreach activities and efforts of collaboration with the CMPD University City Division. She reported the improvements being implemented to enhance safety and security on campus, including exterior camera projects in high traffic areas and parking decks, public service announcements, increased police presence (mounted, walking, bike patrols, etc.).

She then provided information on the new Student Mental Health Services, which was created to communicate, promote, create, and inspire students to take actions that benefit them on and off campus, through awareness, education, and access to available resources. She reported that the Center for Integrated Care (CIC) will launch in August 2022 and will be a one-stop shop for referral and coordination of care and provide continuity of care services. She stated that CIC will ultimately impact all dimensions of wellbeing, namely academic functioning, which includes retention and matriculation.

Next, she addressed the strong demand for on campus housing and the solutions to meet the current demand. She provided details behind the shortage of availability of on campus housing as well as, the solutions and actions that have been taken to accommodate students in overflow housing.

Chancellor Gaber shared her 2022-2023 goals, as well as the System's goals and targets for the UNC Board of Governors strategic plan refresh, explaining that the goals stem from the President's goals and are tied to the new funding model as well. She further explained that the new funding model weights enrollment growth or decline with performance, which makes the full impact to the future funding forecast uncertain.

Chancellor Gaber concluded by providing insight on the Facility Master Planning process, with

emphasis on the Shaping What's Next ten-year strategic plan, the move the American Athletic Conference beginning July 1, 2023, and the United States Performance Center (USPC) partnership/collaboration.

Free Speech and Expression. Mr. Humphrey provided an update on the regulations regarding free speech and expression on campus. He advised that as a state entity, UNC Charlotte cannot make policies, regulations, or engage in any actions that infringe upon an individual's right to free speech. He reviewed the Campus Free Speech Act and the basic principles of free speech.

Chancellor Gaber invited Ms. Harden to address the board regarding the faculty taking leadership on continuing exploration of freedom of speech initiatives, i.e., adopting the Chicago Statement to set an environment to have different views in a constructive way. She stated that it is an item on the faculty agenda and they are currently having conversations with the Provost about how to go about it.

Ms. DeVore requested a motion for Board to endorse the faculty's continued exploration of freedom of speech initiatives.

Action. On a motion by Mr. Bunker, seconded by Mr. Young, the Board unanimously approved the endorsement of the faculty's continued exploration of freedom of speech initiatives.

Chancellor Gaber invited Ms. Harden to come back at the December Board of Trustees meeting with results and status of the efforts.

Lunch Recess. Ms. DeVore declared the meeting in recess for the scheduled lunch break until 1:30 pm.

Ms. DeVore called the meeting back to order after the recess.

University Advancement. Ms. Crigler provided an overview of the process involved for fundraising and campaigns initiated by the Advancement department. She shared the strategic focus on growing the endowment, increasing the University's pipeline of donors, increasing major and principal gifts, and increasing alumni engagement. Ms. Crigler shared strategic initiatives for FY23 and, the importance of a comprehensive capital campaign. She emphasized the need to have campaign leadership from the Board and the need to increase the endowment.

US News and World Report. Ms. Stuart provided an overview of the U.S. News & World Report rankings, including contextual background, ranking categories, and methodologies. She then discussed UNC Charlotte's ranking, including how we compare to other System schools and peers, and our performance within each of the ranking components.

Higher Education Trends. Dr. Andrew Kelly, the System's Senior Vice President for Strategy and Policy was invited to discuss the changing landscape of higher education. Dr. Kelly discussed Charlotte's strong foundation, in terms of performance, programming, and location. He then discussed the four trends shaping higher education, including questions about the value proposition, demographic change, new markets, and new competitors. He also discussed

Kitty Hawk, the System's new online learning initiative. A robust discussion ensued following Dr. Kelly's presentation.

Retreat Adjourned. There being no further items to come before the Board, Ms. DeVore adjourned the retreat.

Submitted: Kim S. Bradley 9/15/22
Kim S. Bradley Date
Assistant Secretary to the Board
UNC Charlotte Board of Trustees

Approved: Susan D. DeVore 9/15/22
Susan D. DeVore Date
Chair
UNC Charlotte Board of Trustees