



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

Board of Trustees Retreat
September 20, 2017
UNC Charlotte Center City, Room 1105

Minutes

Presiding: Joe L. Price, Chair

Present

Tracey B. Allsbrook
Dennis N. Bunker III
Theresa J. Drew
J. Brett Keeter
Mary Ann Rouse
Michael L. Wilson
Teross W. Young Jr.

Absent

Sharon Allred Decker
Susan D. DeVore
Dhiaa Jamil
Fred W. Klein Jr.
Laura A. Schulte

Staff/Guests in Attendance

Philip L. Dubois, Chancellor
Bruce Blackmon, Director of Financial Aid
Kim Bradley, Chief of Staff
Mike Carlin, Vice Chancellor for Information Technology and Chief Information Officer
Anna Clark, Assistant to the Chief of Staff
Betty Doster, Special Assistant to the Chancellor for Constituent Relations
Beth Hardin, Vice Chancellor for Business Affairs
Phil Jones, Associate Vice Chancellor for Facilities Management
Rowanne Joyner, Chief Information Security Officer
Claire Kirby, Director of Admissions
Joan Lorden, Provost and Vice Chancellor for Academic Affairs
Tina McEntire, Associate Provost for Enrollment Management
Jennifer Ward, Liaison to the Board of Trustees and the Cabinet

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 Ryan Johnson, a member of the 2017-2018 American Council on Education Fellows program. Mr. Price reviewed upcoming University events and encouraged the Trustees to attend, particularly those designated as high priority:

- President Spellings' and new Board of Governors members' visit to campus on September 22.
- An October 4 reception welcoming the new EPIC director Mike Mazzola to campus.
- The Chancellor's Speaker Series on October 19 at Center City.
- A workshop hosted by the UNC General Administration on November 1.
- The next Board of Trustees meeting, October 11.

Mr. Price also asked the Trustees to consider attending the 2018 Association of Governing Boards National Conference on Trusteeship, April 22-24, in San Francisco.

Phil's View of the World. Chancellor Dubois presented an overview of the University's administrative principles, governance, and operational fundamentals; reviewed 2016-2017 faculty/staff and institutional distinctions; and discussed successes in academics, administration, community and political engagement, programs, policy development, risk management, athletics, and facilities development. Chancellor Dubois also discussed several issues as well as challenges and priorities for 2017-2018.

Chancellor Dubois discussed a newly implemented policy restricting marching band members from kneeling during the national anthem. The Chancellor discussed the success of the expanded Niner Transit system and of the new Charlotte Wheels bike share program.

Ms. Allsbrook stated that students have expressed concerns about the reliability of campus shuttles and noted that Parking and Transportation Services Director Doug Lape had met with students and had reassured the students that bus service will be reliable. Ms. Doster stated that use of the NextRide mobile application has exceeded expectations and that Transportation Services is working with the NextRide vendor to ensure accuracy.

Chancellor Dubois discussed the Board of Governors' preferences for Chancellor attendance at Board of Governors meetings. Chancellor Dubois stated that the Board of Governors has indicated that Chancellors do not need to attend every meeting but will be asked to attend and present periodically. The Trustees discussed the importance of shared governance and Chancellor and trustee participation.

Chancellor Dubois stated that in 2018-2019 the University's class schedule will return to a Monday, Wednesday, Friday schedule utilizing 50-minute classes. The Chancellor stated that a task force examining campus traffic congestion recommended a full five-day schedule of classes, as well as changes to the University's parking system, physical infrastructure, and shuttle system.

Chancellor Dubois stated that the University is evaluating whether the Cone Center can be renovated.

Board Education Topics. The Chancellor presented a list of possible topics for full Board and committee education sessions for 2017-2018 and asked the trustees for their input into what topics are slated for presentation. The trustees noted that education on hazing, IT security, campus safety, emergency planning, and crisis communication would be timely. Chancellor Dubois stated that Ms. Bradley would email the trustees with further information on education topics for the year.

Regional Support Strategy, Board of Trustees Appointments, and UNC Board of Governors. Ms. Doster briefly reviewed the University's past regional support strategy. Ms. Doster discussed efforts to unify the regional public policy agenda, particularly via the work of the Charlotte Regional Public Policy Alliance. Ms. Doster briefly discussed future appointments to the Board of Trustees. Ms. Doster discussed changes in Board of Governors membership and addressed UNC Charlotte's engagement with the Board of Governors.

Revision of Institutional Plan. Chancellor Dubois reviewed changes to the 2016-2021 Institutional Plan and stated that the revisions link the University and division goals to the University of North Carolina system's strategic plan. Mr. Price requested a motion to approve the Institutional Plan.

Action. On a motion by Ms. Drew, seconded by Mr. Wilson, the Board of Trustees approved the revised 2016-2021 Institutional Plan.

Cybersecurity Compliance. Chancellor Dubois discussed a recent external audit of UNC Charlotte's Information Technology (IT) division. Mr. Carlin briefly discussed recent internal and external audits and the external auditor's concerns about decentralization. Ms. Joyner reviewed the components of UNC Charlotte's information security program, including policies, security education, risk assessment, incident management, and security tools. Ms. Joyner discussed an upcoming self-phishing exercise and the use of multifactor authentication. Mr. Price noted that IT security is very important to the University and stated that the Board of Trustees will help emphasize the importance of cooperating with IT security. Mr. Carlin stated that the Chancellor has been very supportive of recent efforts. Mr. Keeter asked how often security awareness training occurs, and Ms. Joyner stated that the training is conducted either annually or every two years, depending in the user's role and level of data access.

UNC Strategic Plan, Goals, Metrics, Campus Contributions, and Areas of Distinction. Dr. Lorden discussed UNC Charlotte's Performance Agreement in response to the UNC Strategic Plan. Dr. Lorden stated that the University's priorities through 2021: research productivity, low-income student completions; five-year graduation rates; graduating students for critical workforces; and undergraduate degree efficiency. Dr. Lorden also discussed improvement goals related to low-income, rural, and underrepresented minority students and the need to sustain rural student enrollment. Dr. Lorden also discussed data science programming and community engagement, two areas of distinction on which the University will focus during the next five years.

Admissions and Financial Aid: A 10-Year Perspective. Ms. McEntire presented an overview of admissions, including 2017 freshmen class application and admission rates, yield, SAT scores and high school grade point averages, county of residence. Ms. McEntire reviewed the same data for the University's 2017 class of transfer students, noting that 46 percent of transfer students identify as a racial or ethnic minority and that 48 percent are first-generation college students. Ms. Kirby discussed the financial aid that the University provides to students, including need-based federal, state, and institutional aid; merit aid, and loans. Ms. Kirby noted that the average total student and parent loan offered was \$8,018 in 2016, up from \$7,125 in 2014. Ms. Kirby noted that 50 percent of new UNC Charlotte students receive Pell grants.

Student Success. Dr. Lorden reviewed data on student retention and graduation rates, noting that gains in retention of first-year freshmen have been sustained, graduation rates are increasing, female students are retained at a higher rate than male, and women graduate at higher rates than men. Dr. Lorden noted that freshmen Pell grant awards are not associated with student retention and that Pell grant recipients graduate at lower rates than non-Pell grant students. Dr. Lorden reviewed data on underrepresented minority (URM) students, noting that retention of freshmen students exceeds that of majority students, but that graduation rates of URM students may lag those of minority students.

Dr. Lorden discussed a new University program that has awarded small grants to students who have dropped out but want to complete their degree, and she noted that the program has had tremendous success at a relatively low cost.

Dr. Lorden discussed the infrastructure in place to ensure student success, and she noted that excellent advising is a key factor in helping students graduate on time.

Five-Year Capital Plan Update. Ms. Hardin 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. Mr. Jones presented a video simulation of the design for the health and wellness center.

Mr. Young asked whether the University has a transportation master plan. Mr. Jones stated that the University will reevaluate campus transportation again during its current collaboration with a University City Partners study.

