The Board of Trustees
of
The University of North Carolina at Asheville
MINUTES

March 23, 2009

The University of North Carolina at Asheville Board of Trustees met on Thursday, March 23, 2009, in the Red Oak Room of Ramsey Library on the UNC Asheville campus.

The following members of the Board of Trustees were present for the entire meeting:
James R. Buckner, David Cogburn, Audrey Byrd Mosley, Doug Orr, Virgil Smith, Cissie Stevens, Al Whitesides and Nick Ladd.

The following trustees were present for part of the meeting, as noted:
Janice Brumit left the meeting at 3:45 PM; Joe Damore entered the meeting at 2:20 PM.

Trustees absent: Phil Carson, Sue McClinton and Pam Turner.

Others in attendance: Chancellor Anne Ponder; Janet Cone, Athletic Director; Lothar Dohse, Chair Faculty Senate; Marianne Epstein, Director of Public Information; Jane Fernandes, Provost and Vice Chancellor for Academic Affairs; Debbie Griffith, Associate Vice Chancellor for Communications; Bill Haggard, Vice Chancellor for Student Affairs; Tom Lawton, University Counsel; Bill Massey, Vice Chancellor for Alumni and Development; Barry Mundt, Chair of the North Carolina Center for Creative Retirement Advisory Committee; John Pierce, Vice Chancellor for Finance and Campus Operations; Christine Riley, Chief of Staff; Wilma Sherrill, Special Assistant for External Relations; Lynn Spaight, Assistant Secretary to the Board; Monique Taylor, Director of Internal Audit; Betsy Wilson, Chair of the IDC; Students Cortland Mercer and Kelsy Ridenour; Steven Hoffmann, member of the community; Chris Beakey and Doug Usher of Widmeyer Communications; and ASL Interpreters Regina Pente and SuSun Slatkev.

Chair Al Whitesides called the meeting to order at 12:33 p.m. He asked those in attendance to introduce themselves.

Referencing the State Ethics Act, Chair Whitesides asked any trustees to declare if they had conflicts with any items for discussion on the agenda. None were disclosed.

Chair Whitesides introduced Jim Buckner for a special report on marketing and branding. Jim Buckner introduced Bill Massey who then introduced Doug Usher and Chris Beakey of Widmeyer Communications for a presentation on their marketing and branding project for the University. Joe Damore entered the meeting during the presentation.

Doug Usher described the process the team took to determine the marketing branding issues for UNC Asheville. Interviews of constituent groups included students, faculty members, administrators, parents, prospective students, high school guidance counselors, donors, Asheville and regional community members, legislators in Raleigh, etc. A finding that was not unexpected is that people who are closer to the university both in physical distance and in
relationship knew the most about the institution and those with less relationship or farther distance knew little. Another finding that is not surprising is that legislators from outside the area group UNC Asheville with Western Carolina University and Appalachian State University as institutions that serve the western part of the state; not as “the” liberal arts university that serves the whole state.

Some of the surprising findings were:
- There is very little understanding of what Liberal Arts means; in some cases the term has a negative connotation.
- There is little understanding about the undergraduate research program and its benefit to students. If the program was described as a “capstone” experience, there was immediate recognition and positive regard.
- Students and prospective students from outside the area have a general lack of knowledge about Asheville and its resources.

Widmeyer Communications is preparing a report with marketing and branding recommendations. One section of the report will be targeted to prospective students who are seeking a college experience that provides a rigorous education, with multidisciplinary learning experiences, service learning opportunities and capstone, real-life projects delivered by outstanding faculty – and all at an affordable cost. The messages will build on the institution’s strengths, use key words that define the institution in ways that are understandable – words such as “capstone experience” instead of “undergraduate research,” and “critical thinking and problem solving skills.” Other terms that resonate well are: small class size and low teacher-to-student ratio; honors classes, emphasis on innovation and personal responsibility, service learning, projects that deal with real-world issues and multi-disciplinary curriculum.

The key delivery point for these messages is our web site. That is the first and foremost way that prospective students and their parents will learn about the institution. The web site needs to be engaging and as creative as the university it showcases. The site needs to be more interactive and 3-dimensional. Suggestions for improving the site include spotlighting students and their research projects, showing alumni accomplishments, having a video welcome from the chancellor, including more visuals and artwork and an area for social networking such as student and faculty blogs, and updating the site frequently.

The Widmeyer team also made suggestions about providing for better campus visits with an improved campus map, better signage and better-prepared student guides. They indicated that the first visit from a family is often an unannounced visit so it is important that faculty and staff are alert to visitors to the campus and able to assist when needed.

Doug Usher and Chris Beakey took questions from the audience and concluded their presentation by saying that a draft report would be ready for University administration within the month.

Chair Whitesides called for a brief recess. When the meeting reconvened at 3:00 PM Chair Whitesides called for program and committee reports.

Academic Affairs: Doug Orr reported that the faculty senate had concerns that the revision of the Mission Statement, as shown in the Strategic Plan, did not allow for enough input and
review by the faculty. The faculty senate and the UPC will draft a revised mission statement for the Board of Trustees to review and act on at the next regularly scheduled meeting. Doug Orr recognized Tom Lawton for the report on the revision of the Faculty Tenure Policies. Tom Lawton reported on requirements from UNC General Administration that the campus have a policy, that the policy must be approved by the Board of Trustees and that the policy must include certain provisions. He indicated that there is limited discretion for varying language in the policies. Doug Orr recognized Provost Jane Fernandes who reported on the following:

- The faculty and administration have developed criteria for recommending that a retired professor be honored with the title of emeritus professor and the benefits of that status.
- An update on the Craft Campus: issues regarding the former County landfill site have made that site not viable for the Craft Campus facility. Brent Skidmore is exploring other options for the Craft Campus site. The board requested that the Master Plan be used to guide the planning of a new site and that the board be kept apprised of developments as they occur.
- The Climate and Society Masters degree program has been developed in cooperation with NC State. NC State will operate the program on our campus and will provide the degree.

Alumni and Development: Jim Buckner called trustees’ attention to the section of the written report that shows that Annual Giving by alumni is higher than last year.

Athletics: Virgil Smith noted that this year’s 3.0 Club has a record number of athletes included; these are students whose overall GPA is 3.0 or higher.

Audit Committee: Joe Damore reported that the state annual audit has been received by the committee and that an action plan has been filed to correct some issues. The state auditor will review that action plan in the next week. Chancellor Ponder reported that the audit and findings had been reviewed at the UNC Board of Governors Audit Committee meeting and that committee is pleased to report UNC Asheville in good standing.

External Relations: Chancellor Ponder announced that Wilma Sherrill is retiring at the end of April. Wilma Sherrill was recognized and thanked for her service to the University.

Student Affairs: There were no questions regarding the written report that was included in the meeting materials.

Chair Whitesides recognized Virgil Smith for a discussion of the By-laws and the proposed revision. Virgil Smith reported that the revised By-laws as proposed have been drafted to be more reflective of the way the board currently operates. The only major change is the revision of officer term limits. Currently the By-laws limit officers to serving two consecutive one-year terms. The revision changes the term limits to four consecutive one-year terms. This change provides more flexibility.

After some discussion, Chair Whitesides asked if there was a motion to approve the By-laws as presented. Cissie Stevens moved for acceptance of the revised By-laws as presented. Joe Damore seconded the motion and the motion was approved with Jim Buckner voting no.

Janice Brumit left the meeting.
Chair Whitesides asked for a motion to go into closed session.

On a motion by Joe Damore, seconded by David Cogburn, the board voted unanimously to go into closed session for the following purposes:

- to prevent the disclosure of information that is privileged under Chapter 143 of the N.C. General Statutes,
- To prevent the premature disclosure of an honorary award or scholarship
- To consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee.

As allowed by sections 143-318.11(a)(1), (2) and (6) of the North Carolina General Statutes.

The meeting returned to open session at 4:40 pm.

On a motion by Cissie Stevens, seconded by Audrey Byrd Mosley, the board voted unanimously the approval of the Consent Agenda, consisting of:
1. Minutes of December 20, 2008 Open Session
2. Minutes of January 26, 2009 Special Meeting Open Session
3. Personnel actions and acceptance of personnel reports
4. Faculty RPT Policy.

Chair Whitesides called for additional business, hearing none, he asked for a motion to adjourn. Jim Buckner moved adjournment, seconded by Virgil Smith and the motion was approved unanimously.

The meeting was adjourned at 4:45 pm

Submitted respectfully,

[Signature]
Lynn Spaight
Assistant Secretary to the Board

June 18, 2009

Approved,

[Signature]
Al Whitesides
Chair

June 18, 2009

Date
The Board of Trustees
of
The University of North Carolina at Asheville
MINUTES

March 24, 2009

The University of North Carolina at Asheville Board of Trustees met on Friday, March 24, 2009, in the Red Oak Room of Ramsey Library on the UNC Asheville campus.

The following members of the Board of Trustees were present for the entire meeting:
James R. Buckner, Sue McClinton, Audrey Byrd Mosley, Doug Orr, Cissie Stevens, Al Whitesides and Nick Ladd.

The following trustees were present for part of the meeting, as noted:
Joe Damore entered the meeting at 9:45 AM.

Trustees absent: Janice Brumit, Phil Carson, David Cogburn, Virgil Smith and Pam Turner.

Others in attendance: Chancellor Anne Ponder; Buffy Bagwell, Director of Human Resources, Merianne Epstein, Director of Public Information; Jane Fernandes, Provost and Vice Chancellor for Academic Affairs; Debbie Griffith, Associate Vice Chancellor for Communications; Bill Haggard, Vice Chancellor for Student Affairs; Tom Lawton, University Counsel; Bill Massey, Vice Chancellor for Alumni and Development; Barry Mundt, Chair of the North Carolina Center for Creative Retirement Advisory Committee; John Pierce, Vice Chancellor for Finance and Campus Operations; Christine Riley, Chief of Staff; Wilma Sherrill, Special Assistant for External Relations; Lynn Spaight, Assistant Secretary to the Board; Monique Taylor, Director of Internal Audit; Betsy Wilson, Chair of the IDC; Jim Woodward, former chancellor of UNC Charlotte. Additional faculty and staff as noted below.

Chair Al Whitesides called the meeting to order at 8:35 a.m. He asked those in attendance to introduce themselves.

Referencing the State Ethics Act, Chair Whitesides asked any trustees to declare if they had conflicts with any items for discussion on the agenda. None were disclosed.

Chair Whitesides recognized Chancellor Ponder for her report. Chancellor Ponder reported on the following:

- Financial plans to deal with state-mandated cuts to this fiscal year’s budget have been implemented; the budget proposal for fiscal year 2009-10 has been submitted to UNC General Administration for adoption at the April Board of Governors meeting.
- The university received an anonymous gift of $1.5 million dollars with the stipulation that $1 million of the gift be used for scholarships and that the balance used to further the university's highest priorities. The donor is totally anonymous to the university; inquiries were made to be assured that the donor and gift are legitimate.
- Leadership Asheville, formerly a group that has been hosted by UNC Asheville, has now been established as a separate community group. UNC Asheville will maintain relationships with the group, but will no longer be its primary host.
Chancellor Ponder then asked a group of faculty, staff and administrators to report to the board on the strategic plan initiatives with updates on goals and strategies:

Goal: Undergraduate Education

- Lisa Friedenberg, Dean for Social Sciences reported on re-accreditation of the Education Department by NCATE.
- Keith Krumpe, Dean for Natural Sciences reported on the equipping of the Zeis Science and Multi-media building, with teaching of some classes in Spring 2009 and plans that the chemistry and biology labs will be used for classes starting in the fall 2009 semester. Rhoades/Robinson Hall is scheduled for renovation, starting in summer 2009 with a scheduled completion of Spring 2010.
- Dave Peifer, Chair of the Mathematics Department reported on the Asheville Initiatives in Mathematics (AIM) program, connecting UNC Asheville students and faculty with Asheville and Buncombe County Schools’ students. The program is being supported by Mission Hospitals and AT&T and culminated this year in a Math Summit, held on campus.
- Steve Cornish, Director of Academic Services for the Athletics Department, reported on the academic successes of the students involved in athletics: 50% earned a 3.0 or higher grade point average, and 6 students earned a 4.0 GPA; graduation rate for athletics students is 75%, which is higher than most universities.
- Blake Hobby Director of the Honors Program reported on the multiple activities and projects being carried out by Honors students throughout the year.
- Sophie Mills, Chair of the Classics Department, reported on student Megan Miller who will be graduating in May 2009 and has received Lionel Pearson full fellowship for study at Oxford University in the Masters of Philosophy program.

Goal: Undergraduate Research

- Mark Harvey, Undergraduate Research Co-Director reported on two undergraduate symposia held on campus – the university’s own undergraduate research program, with presentations and posters from UNC Asheville students and the Big South Undergraduate Research Symposium that brought students from nine Big South institutions to campus for presentations from about 100 students.

Goal: Campus Experience

- Jane Fernandes, Provost, reported on behalf of the One-Stop Center, a new service offered this year that brought Admissions, Financial Aid, Cashier, Registrar, Study Abroad and Disability Services staff in one location to provide full service for students. Staff members are in process of cross-training so that each knows more about every area and has experience dealing directly with students at the front desk reception.
- Melanie Rhodarmer, Director of Residential Education, reported that the residential education programs being provided to students in the residence halls are designed to give them common life skills, global citizenship skills, healthy lifestyle skills and provide a holistic learning environment.
- Jackie McHargue, Dean of Students, reported on the Care and Crisis Team. This group meets regularly to determine students in need of special attention, to help students with mental health issues, and to respond to emergencies such as suicide attempts and other violent acts or threats of violence.
Goal: Diversity and Inclusion

- Jane Fernandes, Provost, reported on the Diversity Action Council, a newly formed group. The group is writing a definition of diversity for our campus, taking an inventory of diversity programs and developing ideas for working effectively and efficiently and becoming more inclusive.

Goal: North Carolina

- Patrice Mitchell, Dean of Admissions, reported on new efforts to provide better service and recruit additional students including a communications plan for prospective students, Admitted Students Days and faculty phone calls for encouraging enrollment. To date this year there are 6% more students than were accepted than last year, 40% of accepted students have sent deposits and 80% of those visiting campus have rated their visit good or excellent.
- David Perkins, Director of Auxiliary Services reported on the textbook buy-back program. The book store buys back textbooks that will be used in the next semester and sells those used books to the new students. In addition to textbooks used in our classes, the bookstore buys back books that can be used in other UNC universities. The program saves students money spent for textbooks.

Goal: Greater Asheville

- Wilma Sherrill, Special Assistant to the Chancellor, reported on the collaboration with Mission Hospitals. Through an affiliation agreement, signed in 2008, students and faculty have been able to work with hospital staff on research projects and community programs in aging, childhood obesity, and workplace wellness. She described the Spring Into Wellness campus for youth to participate in a college experience, visit the hospital and learn about nutrition and other healthy living goals.
- Wilma Sherrill, Special Assistant to the Chancellor, reported on the North Carolina Center for Health and Wellness. Health and Wellness faculty and staff have been partnering with many community groups: Mission Hospitals and MAHEC, Buncombe County Health Department, the Healthy Kids in Parks program, YMCA, Land of Sky and others. Programs are being delivered to citizens throughout the region.

At 9:55 am, Chair Whitesides called for a brief break. The meeting came back into session at 10:10 am. Chair Whitesides recognized Chancellor Ponder who recognized staff members for the balance of the reports on the Strategic Plan goals.

Goal: Economic Sustainability

- Bill Massey, Vice Chancellor for Alumni and Development reported on the UNC Asheville Foundation. The Foundation board consists of 27 members who oversee the endowment funds, investments and distributions. Additionally, the members are charged with contributing or bringing contributions of $10,000 a year. He also reported on the National Alumni Council and National Parents Council, both of which also assist in fundraising for the university.
- Suzanne Bryson, Associate Vice Chancellor for Finance, reported on the Financial Improvement Transformation (FIT) effort. Finance areas are assessing their processes to discover issues and make suggestions for improvement. Base standards and key performance goals have been established. The payroll system is being moved from the
state payroll system to a shared UNC payroll for greater efficiency.

- Monique Taylor, Director of Internal Audit, reported on stabilizing the process of internal auditing. Current audits include an information systems audit, a human resources compliance audit, and spot checks for cash accounts.

- Jim Kuhlman, Librarian and Chief Information Officer reported on the upgrade of the phone system. Using Voice Over Internet Protocol (VOIP) is allowing for upgraded equipment and reduced operating costs. Leasing computer equipment has also provided for better equipment and greater control over costs; equipment and systems being upgraded include wireless connectivity, virtual servers, lab equipment and office workstations. In the library, while hard copies of books are still being used, the periodical literature is changing to electronics format for easier access and reduced cost.

- Jeff Brown, Director of User Services, reported on the changeover in our email system to a Gmail service. It will provide greater storage capacity, an easier interface for off-campus use of the system and cut costs.

- Judith Bohan, the Athletics Department Budget Manager, reported on the NCAA Compliance program. The NCAA provides an outside audit and the most recent audit showed that the department operates in the black and is in compliance with NCAA standards.

- Debbie Griffith, Associate Vice Chancellor for Communications and Marketing, reported on the website re-design and development. The team working on the development included trustee Virgil Smith, students, parents, alumni, faculty, and staff.

**Goal: Social Sustainability**

- Chris Dahlquist, Manager of Professional Development, reported on the completion of a needs assessment and development of programs for mid-level and emerging leaders, front-line supervisors and non-managers on a variety of topics including diversity and technology; altogether 130 sessions on 55 topics have been provided.

- Becky Doyle, Vice-Chair of the Chancellor's Staff Advisory Committee (CSAC), reported on the committee's work on the textbook assistance program for staff members, a $1000 scholarship and work with other committees such as the transportation committee, University Planning Council, safety committee and the diversity assertiveness committee.

**Goal: Environmental Sustainability**

- Jim Fox, Director of the National Environmental Modeling and analysis center (NEMAC) reported on the Center's work as an applied research group, helping people make decisions about environmental policies and programs based on data and values. The Center is mostly self-sustaining, bringing in $1.2 million in grants. This year 18 students worked on a projects including flood mitigation of the Swannanoa Watershed, a Southern Appalachian Report Card on Sustainability and Community Connections Day.

- John Pierce, Vice Chancellor for Finance and Campus Operations reported on the acquisition of the Rhoades property. The 8.5 acre property is located on the corner of Merrimon and WT Weaver and is valued at $6 million. The property was acquired in part as a $3 million gift from the Rhoades family and $3 million paid from the property acquisition funds and endowment funds. The property is listed on the 2008 Peripheral Properties Study with several potential uses for the property. No specific use has been determined at this time.

Chancellor Ponder commended Senior Staff for their work this year on many aspects of the
Strategic Plan and for managing the budget situation in an effective way.

Chair Al Whitesides introduced Jim Woodward, former Chancellor of UNC Charlotte, who has been contracted to oversee the 4-Year Comprehensive Evaluation of the chancellor, as mandated by UNC General Administration. Jim Woodward provided a brief overview of the requirements and the process. The Assessment Committee will be made up of the members of the Board of Trustees plus one member of the UNC Board of Governors, Peter Hans. Mr. Woodward will prepare and send a survey to internal and external constituents of the university and he will conduct interviews of those surveyed. The goal is to identify areas of strengths, concerns and issues from multiple sources to assess the chancellor’s performance and improve the university. The timeline for completion of the process and providing a draft report to Chair Whitesides is April 28. He will meet with the Board of Trustees on May 16 to discuss the draft report. The final report will be prepared after that and delivered to UNC President Erskine Bowles. In early June President Bowles will meet with Jim Woodward, Al Whitesides, Peter Hans and Chancellor Ponder to review the report. There were questions about the interview selection process and a request for Mr. Woodward to meet with additional faculty leaders.

Chair Whitesides called on SGA President Nick Ladd to provide a report on the year’s activities. Nick Ladd reported that the SGA has been involved in creating or expanding many campus activities including Brain Fest, Love Fest, and Vote Fest. To assist with issues resulting from the gas shortage in the area, they worked with Student Affairs to provide more bikes for students. They also worked with the transportation committee to assist students with bus and cab rides. They worked with Student Affairs on the transition plan for a Smoke Free campus. Other actions included developing a Latino Scholarship, expanding the number of vending machines and providing healthy options in the machines, and developing unisex bathrooms. The SGA also worked on its internal systems and leadership structure, revised its web site and worked on improving its elections process. He recommended that the next SGA president stay active and continue the work on sustainability, diversity and communication. Chair Whitesides and the other trustees commended Nick for his hard work and dedication and wished him well as he continues into graduate school in medicine.

Chair Whitesides asked for additional business. Hearing none, he called for a motion to adjourn. Jim Buckner made a motion to adjourn, seconded by Joe Damore. The motion was approved unanimously.

The meeting was adjourned at 11:55 a.m.

Submitted respectfully,

[Signature]
Lynn Spaight
Assistant Secretary to the Board

Approved,

[Signature]
Al Whitesides
Chair

Date June 18, 2009