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

Meeting Minutes September 30, 2011

The University of North Carolina at Asheville Board of Trustees met on Friday, September 30, 2011, in the Mission Health Conference Room, in the Sherrill Center on the UNC Asheville Campus.

The following members of the Board of Trustees were present for the entire meeting: Audrey Byrd Mosley, Bruce Peterson, King Prather, Virgil Smith, Cissie Stevens, Renee Bindewald.

The following members of the Board of Trustees were present for parts of the meeting: David Cogburn, Doug Orr, Ron Paulus, Pat Smith.

The following members of the Board of Trustees were absent: Sue McClinton, Nathan Ramsey.

Others in attendance for some or all of the meeting included: Anne Ponder, Chancellor; Elizabeth Becker, Administrative Assistant and Notary Public; Skip Capone, General Counsel; Janet Cone, Senior Administrator for University Enterprises and Director of Athletics; Volker Frank, Chair Faculty Senate; Kevan Frazier, Director of Alumni Relations and University Events; Don Gray, Interim Executive Director of the UNC Asheville Foundation; Hank Dunn, President of AB Tech Community College; Merianne Miller, Director of News Services; Dick Murray, representative of the NC Center for Creative Retirement; John Pierce, Vice Chancellor for Finance and Operations; Christine Riley, Chief of Staff; Lynn Spaight, Assistant Secretary to the Board; Robert Straub, Chair, Chancellor’s Staff Advisory Council; Monique Taylor, Director of Internal Audit; Rob Nelson, Fuquay Solutions and consultant on Campus Master Plan; members of the Campus Master Plan work group: Gregg Kormanik, Chair and Professor of Biology; Eric Boyce, Director of Public Safety; Max Queen, VP Administrative Services, AB Tech Community College;

There being a quorum present, Chair Cissie Stevens called the meeting to order at 8:10 a.m. The chair welcomed everyone and reminded trustees of their obligations under the State Ethics Act, and asked Trustees to declare if they had conflicts with any items on the agenda. None were mentioned.

Chair Stevens welcomed everyone and invited Trustees to attend the Board committee meetings scheduled at this time. The meeting recessed for committee meetings and the Board re-convened at 10:18 a.m.
Elizabeth Becker, notary public, swore in new member of the board, Ron Paulus. Trustees welcomed him and Dr. Paulus introduced himself briefly. Chair Stevens asked everyone present to introduce him/herself.

Chair Stevens called on Trustee Doug Orr to review the material from the ABG publication, *Effective Governing Boards*.

Doug Orr reported that the trend of governing boards meetings is changing from what was historically a report-driven, top-down directed structure to a more issue-driven, interactive discussion that focuses on policy and strategic issues rather than operational items. Boards are now much more aware of fiduciary responsibilities, admissions, student life, financial aid and an appropriate role of oversight of academic affairs. The AGB booklet gives examples of policies and protocols for governing boards. For example, appropriate communication for members of a board: if a Board member is approached by constituents (faculty, staff, students), the Board member should listen respectfully but not take any action and let the Chancellor know of the communication. If a community member approaches a Board member, that communication should be reported to the Board Chair. If a member of the media asks for comment, he/she should be directed to the Board chair who is the official spokesperson for the board.

Doug Orr continued with duties of governing boards. The primary duty is selecting a new chief executive, when required. Other duties include approving the mission, approving the comprehensive strategic plan, assessing the performance of the chancellor periodically, overseeing the fiscal integrity, protecting autonomy and academic freedom, assuring that policies and processes are carried out appropriately, engaging with major constituencies regularly and making sure board business is carried out appropriately and effectively.

Doug Orr continued with some of the Hallmarks of an Effective Board as outlined in the AGB publication: A good board knows the difference between governing and managing; speaks with one voice to the public even if sharply divided and operates collectively; honors and preserves the legacy of the institution; and recognizes its special responsibility to the students. Dr. Orr encouraged trustees to read the AGB Trusteeship magazine.

Dr. Orr and Chancellor Ponder answered a question about succession planning.

Chair Steven thanked Doug Orr and reminded trustees of their obligation under the State Ethics Act to complete ethics training every 2 years. The training can be completed on-line. A certification form needs to be signed and mailed in to ethics commission and trustees can contact Elizabeth Becker for that form and other questions regarding state ethics requirements.

Chair Stevens introduced General Counsel Skip Capone to review the Board of Trustee legal obligations and regulations. During his presentation, Ron Paulus left the meeting at 11:05 a.m.
Skip Capone provided an overview of the governance system for the University of North Carolina and its constituent institutions. UNC has created The Code that lists the policies of the University and constituent institutions, including delegation of duties for Boards of Trustees of the constituent institutions. Examples of duties of the Board of Trustees include selecting and evaluating the chancellor, approving honorary degrees, overseeing intercollegiate athletics, and hearing appeals of disciplinary actions for faculty, students, staff.

Skip Capone also provided information about the state’s Open Meetings Act. The Open Meetings Act applies to every agency of state government and is required to insure transparency of state business. The default for every meeting of a state body is to be convened in open session for all business. This means that members of the public and media have the right to observe meetings. The state recognizes some limited reasons when some business must be in discussed closed session: To protect students’ right of privacy, discussion of personnel matters, Board members discussions with their attorney about litigation, honorary degree considerations, property acquisition discussions, etc. Minutes of closed sessions must be kept in enough detail that anyone reading them can understand the gist of the meeting. Consequences of violating the Open Meetings Act: any action taken in closed session can be rendered null and void and the institution could be named in a lawsuit by the media. In addition to the full board, all committees are also subject to open meetings act. Persons at the meeting can be asked or invited to leave, but they are not required to leave unless there is a legitimate closed session action.

Chair Stevens thanked Mr. Capone and referred Trustees to the orientation materials in their board books for additional information.

Chair Stevens called on Virgil Smith for the Audit Committee report.

Virgil Smith reported on the most recent financial audit. There was one finding related to lack of adequate internal controls. There was no malfeasance or harm to the University as a result, and a report on corrective action that is being taken has been sent to UNC GA. In its meeting, the committee reviewed the 2011-12 Internal Audit Plan and recommends its approval by the Board. David Cogburn seconded the recommendation and the motion was approved unanimously. Mr. Smith referred Trustees to the flow chart of process is their board materials for more information on the audit process.

Chair Stevens introduced Hank Dunn, President of AB Tech Community College and welcomed him to the podium to give an update on AB Tech and its collaborations with UNC Asheville.

President Dunn reported that since he arrived about 20 months ago, the collaborative efforts that he and Chancellor Ponder have developed between AB Tech and UNC Asheville have been highly effective, and a model of cooperation that he has not seen elsewhere. He cited
several examples including academics and admissions collaborations on programs, curriculum, articulation of degrees, transfers, and professors that co-present at conferences. Financial crises have inspired some creative partnerships such as joint purchasing and faculty sharing. Possibilities for the future include training programs in conjunction with the Asheville Area Chamber of Commerce and UNC Asheville. AB Tech’s goal is to be a partner and resource in the community. The two institutions are not competitors, but are partners in educating North Carolinians. He thanked Chancellor Ponder for reaching out to him when he first arrived and for ‘showing him the ropes.’

Chair Stevens thanked President Dunn and invited him to join us for lunch. She declared a recess for lunch at 11:40 a.m.

The meeting re-convened at 1:10 p.m.

Chair Stevens called on Rob Nelson, senior consultant for Fuquay Solutions, for the discussion on the campus master plan. Rob Nelson reminded trustees that at their July retreat, they had reviewed the Campus Master Plan Guiding Principles and asked to see how they would work in a real situation. The Working Group developed a case study that reviewed options for a site plan for a new residence facility for UNC Asheville. The Working Group created a grid, as shown in the board materials, to list the positives and negatives of each site, when measured against each of the Guiding Principles. Mr. Nelson reviewed the four site options and how the Guiding Principles work to help make a good decision for the University.

Ron Paulus returned to the meeting at 1:25 pm.

At the end of the presentation, Chair Stevens commended Mr. Nelson and the group for demonstrating how helpful the Guiding Principles would be in making important planning decisions. Trustees agreed that the Guiding Principles need to be part of an overall governance process to help Trustees consider all the issues when making a decision regarding a change to the physical elements of campus. One suggestion that would help with this is to create a map that includes more features of what will be considered: View corridors, topography, infrastructure, water and other natural features, seasonal progress of sun, pedestrian walkways, gathering spaces, etc.

After discussion, Bruce Peterson made a motion to adopt the Guiding Principles as presented to become a part of the Campus Master Plan documents and process. David Cogburn seconded and the motion was approved unanimously.

The meeting recessed for a short break and reconvened at 1:40 p.m.

Chair Stevens asked for a motion to go into closed session for the following reasons:
- To prevent the premature disclosure of an honorary award or scholarship, AND
• To establish or instruct the staff or agent concerning the negotiation of the price and terms of a contract concerning the acquisition of real property, AND
• 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 section 143-318.11(a) (2), (5) and (6) of the North Carolina General Statutes.

David Cogburn moved and King Prather seconded a motion to go into closed session for the reasons stated. The motion was approved unanimously.

The meeting returned to Open Session at 2:30 p.m.

David Cogburn moved for approval of the Consent Agenda, consisting of the following items:
• Minutes of the Open Session of the July 11-12, 2011, meeting
• Election of Cissie Stevens, Pat Smith and David Cogburn to membership on the Endowment/Investment Committee
• Acceptance of the personnel report

Doug Orr seconded the motion and the consent agenda was approved unanimously.

Marketing Branding Presentation from Mind over Media

Chair Stevens recognized Debbie Griffith, Director of Communication and Marketing, for a presentation on our branding efforts. Ms. Griffith gave some background information on the work that had been done on marketing and branding, starting with research, focus groups and then testing of some creative ideas. She introduced Kristen Creighton and Cecil Foster from the marketing firm of Mind Over Media to present ideas about a branding campaign. Power Point presentation attached. The major theme of the campaign is “UNC Asheville - Seriously Creative.” They asked for Trustee response to the long-term concept and responded to questions. They agreed that it was important to have measurable goals and to make the best use of limited resources.

Pat Smith left the meeting at 3:00 p.m.

After the presentation, Chair Stevens called for a break at 3:45 p.m. The meeting reconvened at 4:00 p.m. David Cogburn left the meeting during the break.

Chair Stevens called on Chancellor Ponder for the Chancellor's Report

Chancellor Ponder thanked trustees for their participation in the recent visit to campus by the newly-elected members of the UNC Board of Governors. We have received several commendations from members of the Board of Governors who participated; Chancellor
Ponder read an enthusiastic note of praise from new Board of Governors member and former Asheville Mayor, Lou Bissette.

Chancellor Ponder also reported on the recent Well-a-bration celebration week for the North Carolina Center for Health and Wellness (NCCHW). Activities included a standing-room-only presentation by “Patch” Adams, a state-wide meeting of health officials, an open house with health providers offering information to members of the public, and several student/family events in honor of the concurrent Family Weekend.

She reported that members of the Blue Cross Blue Shield North Carolina board and staff had recently toured the Sherrill Center and heard a presentation by NCCHW on outcomes of the research and work being done at the Center. Trustee King Prather, General Counsel for Blue Cross Blue Shield North Carolina, affirmed his board’s excitement about our program and appreciation for their visit with us.

Chancellor Ponder reported that the search for the next Vice Chancellor for Advancement will soon begin. Don Gray, our Interim Director of the UNC Asheville Foundation, will chair the search committee. With the help of our Foundation, we have hired AGB Search to help with this search. Judith Ward and Tom Courtice, who met with Trustees in July, will be the search consultants for this search. If the search proceeds according to the timeline, the Board will be asked for their approval for the recommended candidate in March 2012.

Chancellor Ponder reported that the new chancellor at Western Carolina University (WCU), Dr. David Belcher, had come to campus to meet with her and she described the tremendous experience and energy that he brings to that campus. They talked about ways to align the work of their two universities in a complementary way. They are clear that each campus has a very different mission and can offer different choices for the region. Dr. Belcher has agreed to host the UNC Asheville Board’s July retreat next year at Cullowhee and, in exchange, UNC Asheville will host WCU’s board at one of their future meetings.

Chancellor Ponder shared a graph from College Learning Assessment (CLA) that analyzes the educational value added between first year and senior year at over 1,500 universities nationwide. It is a nationally-normed study that measures the factors that are important to our campus: critical thinking, problem solving, persuasive writing, etc. The graph showed how clearly UNC Asheville students exceeded expected results [based on SAT scores] on all measures.

She also showed a graph that shows the university’s energy usage compared to the average state agency usage, and compared to state of North Carolina’s utility use goal. UNC Asheville’s usage is much lower than either the actual or the goal, and shows the outstanding success of our environmental sustainability commitment.

She reported that UNC Asheville has appeared in every major college ranking this year. US News & World Report, Kiplingers, Fiske Guide to Colleges, Princeton Review, Banrare.com. We continue to stand out for our distinctive curriculum, quality faculty/student interaction,
undergraduate research, affordability, and students graduating with the least debt. One new ranking identifies UNC Asheville as one of 20 “Cool College Towns”, suggests that we are making better connections with Greater Asheville.

Chancellor Ponder responded to questions and Chair Stevens thanked her for her report.

Chair Stevens called on Doug Orr for the Academic Affairs Committee report. Doug Orr reported on the SACS reaffirmation work, especially the Quality Enhancement Plan (QEP) that is a concentrated effort to improve our academic quality in a focused way. Students’ education will be enhanced through methods that support critical thinking, inquiry, reflection, and application. In March 2012, the SACS reaffirmation team will make its on-site visit. The team will be looking closely at learning outcomes. More preparation for the visit will be shared at the December meeting.

Doug Orr reported that during this fall’s enrollment, the university received the highest number of applications ever. The resulting enrollment was 100 fewer than last fall. The quality of incoming students was up with higher SAT scores and an average weighted GPA of 4.0. Retention of students from first year is about the same as last year. Because of budget cuts, there are 21% fewer faculty with the loss of most adjuncts and 10.5 fewer permanent faculty positions. There has been an 8% decrease in course sessions.

Dr. Orr reported on the curriculum review that is on-going. He called on Faculty Senate Chair Volker Frank who reported that the curriculum review process is a collaborative process: the faculty and provost met several times over the summer. The goal is to maintain the quality instruction and do the best job possible for students with a streamlined curriculum.

Dr. Orr reported on the UNC General Administration process for updating our campus’ list of peer institutions. Having an appropriate set of peers will help us in setting benchmarks for faculty salaries, tuition rates, and other important data.

Dr. Orr reported on the Pope Center Report, which used UNC Asheville as one of its examples of faculty with low teaching loads. He called Trustee attention to Provost Fernandes’ excellent response, which corrected several of the Pope Center’s errors and assumptions. UNC Asheville actually has the heaviest teaching load in the UNC system.

Ron Paulus left the meeting at 4:20 p.m. and Doug Orr left the meeting at 4:25 p.m.

Chair Stevens called on Bruce Peterson for the Athletics Committee report. He reported on the NCAA recertification process. One area that we are working to improve is gender equity, in order to have the same percentage of women involved in intercollegiate sports as there are women enrolled in the institution. In order to improve the opportunities for women athletes we are bringing back a women’s intercollegiate swim team to the university that will add about 25-30 women athletes. As with all UNC athletics programs, no state
funds are used to support this new program. An NCAA recertification team will visit campus Oct. 30-Nov. 1, 2011.

Chair Stevens called Trustees’ attention to other committee reports in the board materials and asked committee chairs and trustees if they had questions or comments.

Chair Stevens called on Bill Haggard to introduce the panel of students to describe their student experiences. Bill Haggard introduced
Amarra Ghani
David Kaufman-Moore
Michael Friedrich
Mesha Meren-Hogan
Matthew Owens
Amaal Dass

Matthew and Mesha reported on their undergraduate research project on setting up a peer review creative writing workshop. Their research will be written and submitted for review and presentation at NCUR & the Big South Undergraduate Research Conference.

David reported on his leadership experience at UNC Asheville. He is a senior, business management major. His first experience at leadership came while he was freshman. In addition to participating in SGA he is an intern in the Student Activities office. He worked with other students to form a new fraternity and is the president. His senior project is a research paper on knowledge management and how it works in student leadership.

Amarra reported on her work in developing the Muslim Student Association, where she is the association president. It started small with a candlelight vigil for Egypt and now has 42 members, 6 Muslim students and the rest are interfaith including a Jewish student. Their most recent activity was a celebration for Iftar, the breaking of the fast of Ramadan.

Michael reported on living in the Governor’s Village residence. He is a senior and lived in the residence prior to its renovation. The location has always been ideal. The renovation has made great improvements in providing a place for meeting with other students in the lounge as well as a laundry, kitchen and air conditioning.

Amaal reported on his first year Pre-RendezBlue experience. His interest is music so he joined the “all jazz group,” who toured the music building and recorded performances in the studio. They went to music venues in town. During the activities he was able to meet people and get to know them before starting classes, to get used to living on campus and learn how to get around.

In response to trustee questions, they reported on what they like best and what message they would like to deliver to chancellors and trustees:
• Being able to have a relationship with professors, and small classrooms. Keep it small.
• The quality of professors. Keep it high quality.
• The beauty of campus; it feels like nature. Keep the doors to communication open.
• The small community and on campus living. Continue good living opportunities.
• The caliber of teachers, especially in math. Residence education. On campus safety is terrific. Keep up the environment of safety.
• The good support system that allows for the ability to create a new organization. There is not a lot of diversity on campus but everyone is accepting. Continue support and provide more information for students to allow them to keep up with everything that is happening.

Chair Stevens thanked the students for taking the time on a Friday afternoon to meet with the Board.

Chair Stevens asked if there was other business to bring before the Board. Hearing none, the chair thanked everyone for a great meeting and called for a motion to adjourn.

Audrey Byrd Mosley moved for adjournment, Renee Bindewald seconded and the motion was approved unanimously.

The meeting was adjourned at 5:25 p.m.

Submitted respectfully,

Lynn Spaight
Assistant Secretary to the Board

Date

Approved,

Cissie Stevens
Chair

12/2/11

Date

12/2/11

Date