

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

Meeting Minutes  
March 23, 2012

The University of North Carolina at Asheville Board of Trustees met on Friday, March 23, 2012, in the Red Oak Room, Ramsey Library, on the UNC Asheville Campus.

The following members of the Board of Trustees were present for the entire meeting: David Cogburn, Sue McClinton, Audrey Byrd Mosley, Nathan Ramsey, Doug Orr, Piyush Patel, Bruce Peterson, King Prather, Pat Smith, Virgil Smith, Cissie Stevens, Renee Bindewald.

The following member of the Board of Trustees was absent: Ron Paulus.

Others in attendance for some or all of the meeting included: Anne Ponder, Chancellor; Skip Capone, General Counsel; Janet Cone, Senior Administrator for University Enterprises and Director of Athletics; Jane Fernandes, Provost and Vice Chancellor for Academic Affairs; Kevan Frazier, Director of Alumni Relations and University Events; Don Gray, Interim Executive Director of the UNC Asheville Foundation; Debbie Griffith, Director of Communication & Marketing; Bill Haggard, Vice Chancellor for Student Affairs; Keith Krump, Dean of Natural Sciences; Merianne Miller, Director of News Services; Dick Murray, representative of the NC Center for Creative Retirement; Rob Nelson, Fuquay Solutions and consultant on Campus Master Plan; John Pierce, Vice Chancellor for Finance and Operations; Christine Riley, Chief of Staff; Lynn Spaight, Assistant Secretary to the Board; Sophia Ungert, Development Office, Elaine Warren, Executive Assistant, Academic Affairs

There being a quorum present, Chair Cissie Stevens called the meeting to order at 11:20 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 declared.

Elaine Warren, notary public, swore in new member of the board, Piyush Patel. Trustees welcomed him and Mr. Patel introduced himself briefly. Chair Stevens asked everyone present to introduce him/herself.

Chair Stevens called on Renee Bindewald to give a report, as this will be her last meeting as the Student Government Association representative to the Board. Ms. Bindewald thanked

everyone for their support and guidance over the past year. She asked for trustees to continue to support higher education by talking with members of the state legislature about its importance; their voices will be heard. She has decided to take another semester to finish her studies and plans to graduate in December 2012. Chancellor Ponder presented Ms. Bindewald with a photo memento and everyone applauded Ms. Bindewald for her work with the Board of Trustees.

Chair Stevens has called on Sue McClinton to help prepare a slate of officers for 2012-13, to be voted on at the July meeting.

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 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) and (6) of the North Carolina General Statutes.

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

The meeting returned to Open Session at 12:00 p.m.

Chair Stevens asked trustees to review the items on the consent agenda: Minutes of the Open Session for the December 2, 2011, meeting, the February 29, 2012, special meeting and the personnel reports. The minutes of the December 2, 2011, meeting were corrected on page 11 to reflect full names of trustees Nathan Ramsey and Renee Bindewald in the motion to approve leasing space for a telecommunications tower on Founders Hall. Virgil Smith moved for approval of the consent agenda, Sue McClinton seconded and the motion was approved unanimously.

Chair Stevens called for a recess for lunch. The meeting reconvened at 2:00 pm.

Chair Stevens read a resolution to honor the Men's Basketball Team for its performance during the 2011-12 season. It was suggested that one addition be made to commend the team for its academic accomplishments as well as its basketball proficiency. With that addition to be made by staff, Doug Orr moved for approval of the resolution, Sue McClinton seconded and the motion was approved unanimously. A member of the trustees will present the resolution to the team at a public celebration hosted by the City of Asheville and Buncombe County Commissioners during the next week. Chancellor Ponder read a note from a member of the Parents Council commending the team.

Chair Stevens recognized King Prather for a discussion on Crisis Communication.

King Prather asked trustees to consider their responsibilities for actions to be taken in a time of crisis. He reminded them that crises are not all the same and the process should address ways to manage a crisis depending on its severity. However, depending on media response and interest, even an issue that is relatively inconsequential or benign can cause public indignation. Trustees offered suggestions for actions to be taken by the administration and responsibilities of board members, summarized as follows:

1. **First Things First:** The university's first priority is to respond to the emergency; communicating with the Board is secondary.
2. **Transparency/No Surprises:** Chancellor will communicate all the facts to the Board Chair, who will determine if, how, and how much to communicate with Trustees [remember: Emails could be made public]
3. **Trust:** University leaders have a good emergency management process; Trustees should assume that the university is doing the right thing.
4. **Board Spokesperson:** The Board speaks with one voice; that voice is the Board Chair. Inquiries made to individual Trustees should be referred to the Board Chair.
5. **Share What You Know:** Trustees will make sure that the University has all the information currently available by communicating anything they may know about the issue to the Chancellor's Office, with a copy to the Board Chair.
6. **Accountability:** The time for accountability is after the crisis, not during the crisis.
7. **Think Individually; Proceed Collectively:** Opinions will vary – disagreements remain in the board room. Public support for the university is never more critical than in a crisis.

General Counsel Skip Capone reminded trustees that all documents, including emails with each other are public documents that can be demanded by the media or a member of the public with a Freedom of Information request. Even if asking questions, if trustees act on facts that are not correct (things heard in the community or in the media), then it can become really difficult to untangle all the data and present an accurate account.

Chair Stevens called for a short break at 3:25 pm. The board returned at 3:42 pm.

Chair Stevens called on Chancellor Ponder for her report.

Chancellor Ponder reported the following:

1. Preparations of the campus and back-up location for the May 2012 commencement.

2. Property and Construction update: The purchase of the property at 525 Broadway has been completed. The purchase of the MAHEC property at 118 WT Weaver is still underway. MAHEC is building its new facility and will move out within the year, so the Student Health and Counseling Center and the Advancement Division can move into the building in a year. The new residence hall construction is on schedule, to be opened this fall.
3. Benchmarks: Comprehensive Learning Assessment (CLA) has now been adopted as a strategic plan benchmark for quality of Undergraduate Education. We have completed state financial and technology audits and there were no findings for either. Performance measures and standards being adopted by UNC General Administration will be provided to members of the North Carolina legislature; they will provide additional qualitative data and a new formula for budget allocation. FIT standards are all "green" - performing at acceptable levels.
4. The site visit by the SACS review team will be held in this next week. Academic Affairs and all other areas of campus have been working hard to be sure we are well prepared for the visit. Trustees Nathan Ramsey, Doug Orr and Cissie Stevens will participate in the visits with the site review team.
5. NCAA recertification is complete and we've been notified of our re-certification. The report shows areas for improvement: The athletics department is under-staffed and we need to continue to work on improving gender equity. The review team is pleased to note that we have added a women's swimming team that will compete starting next year.
6. Western Carolina University (WCU) is in the transition phase of moving its graduate programs to another site, creating a short-term budgetary issue for us, but long-term benefit. UNC Asheville will be able to expand offerings with other schools such as Appalachian State, UNC Chapel Hill and NC State, possibly others. We will continue to be Asheville's university, serving Asheville and North Carolina.
7. Chancellor Ponder was invited to give a presentation to the UNC Board of Governors in January on the consequences of budget cuts. This presentation was part of the discussion on tuition and fees recommendations and the impact on the budget. The budget that is being submitted to the NC Legislature does include a recommendation for a special appropriation for three campuses with state-wide special missions. As a consequence of the budget cuts, we have 72 fewer courses, we have doubled the size of some classes, there are 100 fewer students in Undergraduate Research, our faculty members are teaching classes above the regular 4 + 4 teaching load, we have cut our facilities budget by \$900,000 and have eliminated 30 positions. Chancellor Ponder asked the Board of Governors to seek more rather than less funding for higher education and to help legislators defend against the stereotype of faculty and staff at state universities as not working hard.
8. Other external items:

a. Positive recognitions continue, such as the Kiplinger's Report, Princeton and US News and World Report.

b. The North Carolina Center for Creative Retirement is in the process of changing its name to the Osher Lifelong Learning Institute at UNC Asheville. The volunteer leadership has embraced the change and re-branding will occur gradually.

c. Dave & Lin Brown will be honored this September in a ceremony where University Hall will be re-named as Brown Hall. This will be the centerpiece of Founders Day celebrations.

d. This spring and summer, the Rhoades Hall renovation will be completed and we hope to have a re-commissioning ceremony.

e. This summer or fall we will have a ribbon cutting for the new residence facility.

Chancellor Ponder and Skip Capone responded to questions about the Western Carolina University decision to move out of the Asheville Graduate Center and the agreement that was signed by Chancellor Ponder, Chancellor Belcher and President Ross regarding graduate programs offered in Asheville.

Chair Stevens called on Doug Orr for the report from the Academic Affairs Committee.

Doug Orr reported on the expectations for the SACS site review team visit. Our compliance report looks good with only 7 areas of compliance in question and none that, in his opinion, is substantial enough to jeopardize reaffirmation. The Academic Affairs division has sent a formal response to all 7 issues in question. The Quality Enhancement Plan (QEP) will focus on enhancing critical thinking skills through four elements that define the process of developing those skills: inquiry, application, reflection, communication.

Dr. Orr reported that the Curriculum Review Task Force has developed communication protocols appropriate to the Board of Trustees' role in curriculum and program oversight. Doug Orr called on Deans Keith Krumpe and Ed Katz to review the Astronomy Lab and Observatory site and design of building. The building and site have been reviewed with faculty committee and the Academic Affairs Committee.

**The Academic Affairs Committee recommends approval of the proposed Astronomy Lab/Observatory building design and site location, at the end of Campus View Road above the Reuter Center as presented, to be constructed from private funding sources. Chair Stevens called for approval and the recommendation was approved unanimously.**

Chancellor Ponder indicated that Deans Krumpe and Katz will be working with the Communication & Marketing department to create a plan to let neighbors and friends know about the new building and its purpose and uses.

Chair Stevens called on Pat Smith for the Finance and Real Property Committee report.

Pat Smith recognized John Pierce for the report. The meeting held March 14 was a combined meeting of the Audit Committee and the Finance and Real Property Committee. The financial audit was reviewed in depth. Committee members also learned about the process of the re-financing of a \$6.4 million debt, which will save us over \$1 million. The news from the State of North Carolina is that this year's revenue is higher than expected. However the Medicaid shortfall almost equals the revenue increase, so the state allocation to the University may not be increased.

Chair Stevens made some closing remarks:


- She thanked Don Gray for his help in meeting the trustee goal of established a \$25,000 scholarship from trustees. In addition to donations from trustees, some Foundation board members are contributing and the steering council of the North Carolina Center for Creative Retirement is considering adding to the fund. She thanked trustees also – every trustee contributed to the fund, for the first time ever.
- The next Board of Trustees meeting will be held on July 9-10. At the retreat, the board discussions will center on the budget, development, the master plan, marketing, enrollment, our relationship to the community and the student experience. There may also be a faculty panel to discuss curriculum and teaching load.
- Chair Stevens is convening an *ad hoc* committee to address the Board's role in graduate programs, to gain a better understanding of what the university does regarding graduate programs. It will meet three to four times before the retreat and will bring their discussions to the board for their information.
- She informed trustees about upcoming events such as a Clean Up Day at 525 Broadway, Undergraduate Research Day, a presentation and reception with Martha Nussbaum and our May 5 Commencement and the May 4 Honorands event.

There being no other business to bring before the board, Chair Stevens called for a motion to adjourn. Piyush Patel moved for adjournment, David Cogburn seconded and the motion was approved unanimously.

The meeting adjourned at 5:05pm.

Submitted respectfully,

Approved,

 7/9/12  
Lynn Spaight  
Assistant Secretary to the Board

 7/9/12  
Cissie Stevens  
Chair