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

Meeting Minutes
July 9, 2012

The University of North Carolina at Asheville Board of Trustees met on Monday, July 9, 2012, in the Sherrill Center Mountain View Room #417, on the UNC Asheville Campus.

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

The following members of the Board of Trustees were present for parts of the meeting, as noted: Sue McClinton was absent from 11:00 am to 2:00 pm. Ron Paulus arrived at 10:05 am and left the meeting at 2:26 pm.

Others in attendance for some or all of the meeting included: Anne Ponder, Chancellor; Buffy Bagwell, Interim Vice Chancellor for Advancement; 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, Associate Vice Chancellor for University Advancement; Debbie Griffith, Associate Vice Chancellor for Communication & Marketing; Bill Haggard, Vice Chancellor for Student Affairs; Franklin McCain, liaison member of the UNC Board of Governors; Merianne Miller, Director of News Services; Rob Nelson, Senior Advisor at 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; Elizabeth Becker, Assistant, Chancellor’s Office and Notary Public; members of Public Safety: Eric Boyce, David Weldon, BJ Bayne, Joe Jones, Jeff Ramsey, Melvin Snipes; faculty members Patrick Bahls, Volker Frank, Erica Abrams Locklear, Kevin Moorhead, Leisa Rundquist.

There being a quorum present, Chair Cissie Stevens called the meeting to order at 9:02 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.

Swearing In of New Trustee
Elizabeth Becker, notary public, swore in new trustee Benjamin Judge, the Student Government Association President for 2012-13. Trustees welcomed him and Mr. Judge introduced himself briefly. Chair Stevens asked everyone present to introduce themselves.
**Election of Officers**
Chair Stevens addressed the first item on the agenda, which was the election of officers for 2012-13. She called on Sue McClinton to announce the slate of officers:
Chair: Cissie Stevens  
Vice Chair: King Prather  
Secretary: Audrey Byrd Mosley

The chair asked if there were other nominations for the position of Chair. There being none, Cissie Stevens was approved unanimously as Chair by voice vote.

Chair Stevens asked if there were other nominations for position of Vice Chair. Nathan Ramsey nominated David Cogburn and the nomination was seconded by David Cogburn. David Cogburn and King Prather each spoke in support of his own nomination. Sue McClinton gave a brief outline of the nomination process. A ballot vote was requested and taken and Secretary Audrey Byrd Mosley announced the results. King Prather was elected as Vice Chair with 9 votes (Ron Paulus was absent).

Chair Stevens asked if there were other nominations for the position of Secretary. There being none, Audrey Byrd Mosley was approved unanimously for Secretary by voice vote.

**Campus Safety**
Chair Stevens called on Bill Haggard for the discussion on campus safety. Bill Haggard introduced the team of officers: Eric Boyce, Director of Public Safety and Chief of Police; David Weldon, Director of Emergency Management; BJ Bayne, Assistant Police Chief; Jeff Ramsey, Shift Sergeant; Joe Jones, Patrol Sergeant; Melvin Snipes, Public Safety Supervisor. Bill Haggard outlined key events on other campuses that have led to changes in how campuses now react to a public safety threat.

Bill Haggard recognized Eric Boyce to provide information on how our campus safety office operates. Chief Boyce shared information about the department’s mission and emphasis on community policing, partnerships with other agencies in the city and county and other UNC system universities. He described ways the university has responded to needs for heightened security and campus safety. Because Vance Hall, the current campus safety facility, does not meet standards for accreditation with the International Association of Campus Law Enforcement Administration (IACLE), Chief Boyce and the Campus Safety Department are looking forward to moving into the Weizenblatt building that will house all campus safety staff in one building, provide greater ability to meet campus needs and be in a central campus location for ease of access.

Bill Haggard and Eric Boyce responded to trustees’ questions and directed trustees to the public safety page on the web site for additional information.

Chair Stevens called for a break and the meeting was recessed at 10:30 am and back in session at 10:50 am.
Faculty Panel
Chair Stevens recognized Doug Orr to lead the discussion on curriculum and faculty work. Doug Orr asked the members of the faculty panel to introduce themselves and share a bit about their teaching, scholarship and service to the university. Faculty members Patrick Bahls, Volker Frank, Erica Abrams Locklear, Kevin Moorhead, Leisa Rundquist, and Surain Subramaniam shared their experiences and some things they have especially appreciated:

- An institutional commitment to teaching and the ability to design new courses as needs change
- Teaching students that are engaged, down to earth, appreciative of their education, unique, irreverent
- The opportunity to provide experiential learning opportunities in the classroom and through field trips, service learning, and undergraduate research projects
- Great colleagues on the faculty and the faculty mentor program
- Working with other faculty to create the curriculum and best classroom experience for their students; co-teaching opportunities and multi-disciplinary studies
- Funds from the dean’s office that can lead to multi-level teaching experiences
- Faculty support for the new curriculum and changes that are being made

Faculty members also shared some ways they thought the teaching experience could be improved.

In response to trustees’ questions, Provost Fernandes and faculty members provided additional information about curriculum and teaching obligations.

Doug Orr provided a summary of faculty work: sustainability, careers, energy, passion.

The meeting recessed for lunch at 12:13 pm and returned to open session at 1:17 pm.

Graduate Programs
Chair Stevens called on Ed Katz to report on the work of the ad hoc task force on graduate programs. Ed Katz provided a summary of the committee’s discussions regarding the current situation for the Asheville Graduate Center. It provides support for our own MLA program and classes from other UNC system institutions. With Western Carolina University moving to Biltmore Park, we have room to provide more offerings from other institutions and we are exploring possibilities with Appalachian State, UNC Chapel Hill and NC State.

The committee made the following recommendations:

- Conduct a professionally designed market analysis survey to assess needs in graduate-level programming for our area
- Explore collaborations with other UNC system schools to bring quality graduate and professional programming to UNC Asheville (e.g., Masters of Public Health in collaboration with the UNC-CH Gillings School of Public Health; 8-year medical degree program in collaboration with the UNC-CH Medical School)
• Develop new graduate-level certificate programs within the MLA Program, based on student interest and enrollment
• Encourage discussions with UNC Asheville faculty about opportunities for mission-related, graduate-level programs beyond our MLA Program, using certificates and the MLA program as incubators for planning and implementation

Board members commented that collaborations and partnerships in areas that meet the needs and interest of the community make sense and being nimble to take advantage of opportunities and avoid being left behind are good strategies. They advised keeping the focus on the core mission and undergraduate education and seeking out programs that could make our programs stronger.

After the discussion, Pat Smith made a motion to adopt the Graduate Studies ad hoc committee recommendations. Sue McClinton seconded the motion and the motion was approved unanimously.

Chancellor Ponder said we would begin work on the market analysis immediately and plan to get results to the board of trustees at the March 2013 meeting.

Closed Session
Chair Stevens then called 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 negotiations of the amount of compensation or other terms of an employment contract, 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.

Nathan Ramsey moved and Virgil Smith seconded the motion for the closed session as stated. The motion was approved unanimously.

The meeting returned to open session at 2:25 pm.

Chair Stevens called for a motion to approve the consent agenda, including the following items:
• Minutes of the March 23, 2012 meeting, open session
• Personnel Report
• Revised Parking Policy
Piyush Patel moved approval and Audrey Byrd Mosley seconded the motion. The motion was approved unanimously.

**Bylaws Change**
Chair Stevens asked for a motion to approve a Bylaws amendment, to change the name of the Development Committee to the University Advancement Committee, as shown in the board materials. King Prather moved for approval, Doug Orr seconded and the motion was approved unanimously.

**Board Assessment**
Chair Stevens asked trustees to participate in the annual board assessment by filling out the survey form and filling it out. The survey will be compiled by staff and the assessment discussion will take place on the next day.

Chair Stevens thanked Franklin McCain for attending the meeting and giving his advice to the board. She thanked everyone for coming and recessed the meeting for the day.

The meeting recessed at 3:05 pm
The University of North Carolina at Asheville Board of Trustees met on Tuesday, July 10, 2012, in the Sherrill Center Mountain View Room #417, on the UNC Asheville Campus.

The following members of the Board of Trustees were present for the entire day of the meeting: Audrey Byrd Mosley, Piyush Patel, Ron Paulus, Bruce Peterson, King Prather, Pat Smith, Cissie Stevens, Ben Judge.

The following members of the Board of Trustees were present for parts of the meeting, as noted: Sue McClintock was not present at the start of the meeting and arrived at 12:00 pm. Doug Orr was present at the start of the meeting and left at 12:00 pm. Nathan Ramsey was present at the start of the meeting and left at 2:30 pm.

The following members were absent: David Cogburn, Virgil Smith

Others in attendance for some or all of the meeting included: Anne Ponder, Chancellor; Buffy Bagwell, Interim Vice Chancellor for Advancement; Skip Capone, General Counsel; Janet Cone, Senior Administrator for University Enterprises and Director of Athletics; Jane Fernandez, Provost and Vice Chancellor for Academic Affairs; Kevan Frazier, Associate Vice Chancellor for University Advancement; Debbie Griffith, Associate Vice Chancellor for Communication & Marketing; Bill Haggard, Vice Chancellor for Student Affairs; Merianne Miller, Director of News Services; Rob Nelson, Senior Advisor for Fuquay Solutions and consultant on Campus Master Plan; Christine Riley, Chief of Staff; Lynn Spaight, Assistant Secretary to the Board; Elizabeth Becker, Assistant, Chancellor’s Office.

Chair Stevens reconvened the meeting at 9:01 am. She reminded everyone of their obligations under the State ethics act and asked if there were any conflicts of interest to declare. None were stated.

Chair’s Remarks
Chair Stevens shared information about the dinner she and other trustees attended with students on Monday evening, July 9. The common themes of the discussion were communication and connectedness.

Chancellor Ponder added that there has been a tremendous increase in school spirit and this meeting shows that our student leaders are very engaged and pro-active in making the
university better. She noted that the Highsmith Union is open from 6am to 1pm and there is a space dedicated to non-resident students in the building, as well as mailboxes for them to receive notices, mail, etc. She asked Ben Judge and Bill Haggard to follow up and plan next steps. She pointed out that some of the issues mentioned: career development, library hours, transfer retention, are all important areas and were, unfortunately, some of the areas that have suffered during this budget crisis.

Trustees suggested that the administration follow-up on retention and other matters discussed and to set priorities for action.

**Chancellor’s Hour**

Chancellor Ponder cited external events that have raised community awareness and appreciation for the university:

- Forbes magazine article that highlighted our basketball team as something great about Asheville.
- Chamber of Commerce event held on campus to celebrate the men’s basketball championships that included a proclamation from the Chamber and a joint City of Asheville and Buncombe County resolution.
- The Sherrill Center has had over 100,000 visitors from outside campus in its first year and netted about $45,000 in revenue.
- The NC Business Magazine roundtable was hosted on our campus with several community leaders speaking about business, community leadership and the economic climate. The meeting was reported in NC Business Magazine.
- Recently Chancellor Ponder hosted the Stephens Lee High School 50th Reunion at the Janice W. Brumit Pisgah House. About 125 members from the high school and the Asheville Student Committee on Racial Equality (ASCORE) organization were recognized and honored.
- The national Council of Public Liberal Arts Colleges (COPLAC) hosted teachers from around the country in workshops in early summer on our campus.
- Chancellor Ponder and several students visited with the Asheville Citizen Times editorial board. The university recently bought advertising space in the newspaper to demonstrate UNC Asheville’s extensive involvement with the local community.

In response to questions about communications strategies, especially electronic and social media, Chancellor Ponder reported that we know we need to improve this area. Positions recently hired and to be hired include a digital media person in Advancement and a Director of Digital Marketing in the Communication and Marketing Department. They will work with the university’s Information Technology staff, the webmaster and others to improve our web site, social media communications and other electronic communications.

Chancellor Ponder then reported on State and UNC General Administration matters:

- The Board of Governors elected Peter Hans of Raleigh as the chair, Frank Grainger as the Vice Chair and Ann Goodnight as Secretary. They are interested in looking at
efficiencies, both academic and administration. There are 12 new members of the Board of Governors.

- UNC Asheville budget, as allocated by UNC, has not been officially finalized but we know we will receive more state funds than last year. Senator Tom Apodaca helped to make sure an appropriation for special mission campuses was included. She thanked trustees for their advocacy and assistance in telling legislators how important our funding is and how grateful we are to them for their support.

- The increased funding has a backlog of priorities. One of the priorities is for raises for those who haven’t had them in the past five years. SPA Staff (state employees under regulation of the Office of State Personnel) will receive 1.2% as stipulated by the General Assembly. EPA and Faculty salary increases will be recommended from the Board of Governors and raises will be made to the level that we are permitted and can afford.

- The State has approved our request to purchase the MAHEC property on WT Weaver. Because that project is moving forward, we won’t need to exercise the lease and can move directly into purchase of the property.

Chancellor Ponder reported on other property purchases:

- The board will have today’s lunch at the Rhoades property which includes a house and almost 10 acres of property at the corner of Merrimon and WT Weaver, which was acquired by the Foundation in 2008. The grounds are being used for a community garden as a joint project between students, faculty and a local community group. The Vice Chancellor for Student Affairs, Bill Haggard, and his wife Linda are in residence in the house and frequently host student and departmental groups at the house. There has been no long-term use designated for the property.

- The 10-acre property at 525 Broadway has been cleaned up and secured, thanks to a fabulous day of community and university effort last spring. The City of Asheville is working with us to complete a Greenway through the property. No state money was used for the purchase and no long-term use has been designated for this property.

Chancellor Ponder reported on recent activities using UNC President Tom Ross’s priorities as hallmarks:

**Renewed focus on academic success and accountability**

- The site visit to qualify for reaccreditation, conducted by SACS [Southern Association of Colleges and Schools], was very successful and the visiting committee was especially positive about the Quality Enhancement Plan.

- UNC Asheville’s stunning results on the nationally-normed CLA [Collegiate Learning Assessment] were cited as measures of academic success.

**Exploring new ways of financing University programs and services, including but not limited to increased private fundraising**
• Our new Vice Chancellor for University Advancement is Buffy Bagwell, formerly our Director of Human Resources. She has had extensive development responsibilities at her previous institution and has been selected for her vision for making UNC Asheville the hub of the area and making the university more successful in raising funds.

• Philosophy Professor Brian Butler has been named as the first Endowed Distinguished Professor in Humanities. This was made possible by a gift from the Lineberry family, in honor of Thomas Howerton. The gift was matched by a Spangler Foundation grant and matching funds from a UNC fund.

• Our interim Executive Director of the Foundation, Don Gray, trained staff and faculty on how to participate in the University’s development and fundraising efforts.

**Becoming more innovative and nimble**

• The Campus Master Plan wayfinding subcommittee has been working on low-cost ways to make the campus more accessible to visitors. In the near future we will be placing banners, markers, direction finders, and external signs on campus.

• Managers are continually making adjustments for savings in the budget. As one example, the Sherrill Center opened at the same time that we needed to reduce facilities and housekeeping by 30%. We identified current staff to maintain the Sherrill Center and thus avoided outsourcing our housekeeping department. We continually look at sustainability efforts to re-cycle, use fewer products and chemicals, and conserve energy.

**Refining academic priorities**

• As presented in yesterday’s sessions on curriculum and teaching load, our faculty is diligently pursuing ways to refine our priorities and increase teaching excellence.

**Making adaptations necessary to serve students of varying ages, backgrounds and educational pathways**

• The *Ad Hoc* Committee on Graduate Program offerings will, with its survey, help us understand how we can better serve the graduate needs of this community.

• Our admissions statistics show that we are increasing the academic quality of our student body with higher SAT scores and high school grade point averages at the same time that we are increasing our diversity and serving significant numbers of transfer students.

**Unleashing faculty brainpower**

• Quality Enhancement Plan pilot projects have recently been announced and they will be noteworthy examples of seriously creative teaching

• Recent faculty projects include the following
  
  ○ Robert Tynes and 10 students from the Professional Practices class spent four days in New York City visiting art galleries and exhibitions and visited with
Donald Sultan (who received an Honorary Degree from UNC Asheville in 2007)
- Lynn Burkett’s music students met with Doc Watson (UNC Asheville Honorary Degree recipient 2009) at the Charlotte Society for American Music Conference
- Kate Zubko, religious studies, and Keya Maitra, philosophy, led a joint study abroad program in India. Students visited Jain and Hindu temples and religious cities.

Preparing students for lives of leadership and service to their communities
- UNC Asheville student Annilese Dejong has recently been named a Fulbright scholar – the 37th UNC Asheville student to receive that recognition
- Community Engaged Scholars Nola Jackson and Maria Pedro Vicente have created great projects with our community; more about them can be seen on our web site
- Students were recognized for academics and service at Commencement 2012 awards included Andrea Gottschalk, David Kaufman-Moore, and Lauren Dubuke.

Chancellor Ponder concluded her report by inviting trustees to attend the Convocation ceremony at the start of the academic year, August 17, Kimmel Arena, and the recognition of former Chancellor David Brown and naming of Brown Hall on September 13.

Chair Stevens called for a short break. The meeting reconvened at 10:57 am.

Marketing and Branding Presentation
Chair Stevens called on Debbie Griffith, Associate Vice Chancellor of Communication and Marketing for a presentation on how we are enhancing the image and identity of university.

Debbie Griffith highlighted recent branding efforts undertaken as a result of some in-depth Marketing and Branding research:
- A new TV commercial was launched in March, during basketball season, and is currently airing on cable channels
- A two-page newspaper spread was placed in the Asheville Citizen Times right after graduation
- The Brand Book, included in board materials, provides us with a focused, strategic way of telling our story and more clearly defines who we are with a single unified brand
- We invited Business North Carolina Magazine to host its annual Business Roundtable on our campus, which was then a feature in their magazine.

The marketing and branding effort has specific objectives, by audience, with goals and actions desired:
• Our first priority is to reach the prospective students that match the specific academic achievement levels that we aspire to enroll
• Faculty, staff, students and community members become ambassadors for the University
• Increase awareness with perspective students to get them to consider and prefer us
• Alumni and donors and potential donors - establish credibility and instill pride and positive perceptions for greater support & dollars
• Business & government – help them be engaged and support us
• Become leaders in Higher Education leadership – in rankings, in national perception and prestige

Debbie Griffith reviewed the Brand Book to illustrate the ways we will define the University going forward. The Message Platform is “Seriously Creative.” We are defining Creativity as intellectual experience across disciplines as well as scholarship, and success for the many careers our graduates are likely to have and not just their initial degree-based career aspirations. Key words to define how we are Seriously Creative at UNC Asheville: closely collaborative; refreshingly smart; powerful engaged; amazingly affordable. Our students are diverse, adaptable, smart, creative, uniquely prepared to succeed and lead in 21st century careers. We will identify ourselves as Asheville’s university, building local support and connections. Our photography will show the university and its people as we really are, in spontaneous, not staged situations. We will use a variety of advertising venues to build general awareness, especially in areas outside of Asheville.

Results will be measured over the next three to five years. Our goal is to improve the perception of UNC Asheville so we are considered among the top 3 colleges in North Carolina among all N.C. audiences. It will take an investment in staff resources, printed materials, ad placements and electronic upgrades. Some of the ways results can be shown are: increased alumni engagement, increased donor support, improved faculty recruitment and retention, improved student recruitment and retention, increased activity on the web and social media sites, rankings, internal and external surveys, etc.

After the presentation, Chair Stevens called for a lunch recess at 11:55 am. The meeting reconvened at 2:02 pm.

2012-13 Board of Trustees Topics

Chair Stevens asked trustees to review the list of board topics and priorities that had been compiled from the survey taken the previous day. These topics will be used to help plan the meeting agendas and discussion topics for the year. Additional topics were suggested by Trustees.
Committee Meetings

Chair Stevens asked trustees to review materials from committee meetings and asked if there was additional information to share from any of the previous day’s committee meetings.

Sue McClinton reported that the University Advancement Committee discussed the past year’s fundraising and the ambitious goals set for this next year. Last year, $3.4 million was raised and this year’s goal is $4 million. Other goals that were exceeded: Endowment gifts, Annual Fund, Annual Scholarship gifts, Parents’ gifts, Corporate giving, Alumni giving, and gifts from the 2012 Senior Class. In response to a question about strategies to achieve next year’s goal, Buffy Bagwell reported that the University is investing in additional staff to improve prospect management and major gifts cultivation and will continue to develop relationships, especially with potential donors who have expressed intentions for possible gifts. Athletics and Advancement are working together to on strategies that will help with corporate sponsorships for athletics as well as gifts that will benefit athletics and the university.

Chair Stevens reminded trustees of their pledges to the scholarship fund and that they need to be paid by August 15 so that this year’s scholarships can be awarded to this fall’s students.

Closing Remarks
Chancellor Ponder shared some specific student stories and encouraged trustees to collect other stories to share with others outside the university.

Chair Stevens asked Trustees to keep in mind some key elements – trust that everyone is trying to best they can; concern for students, especially those who can’t afford to pay on their own, and awareness of education and all the aspects of UNC Asheville. She thanked everyone for their service to the University and she is looking forward to the year ahead.

There being no other business to come before the board, Ben Judge made a motion to adjourn the meeting. Pat Smith seconded the motion and it was approved unanimously. The meeting adjourned at 2:54 pm.

Submitted respectfully,  

Approved,

Lynn Spaight  
Date  
Assistant Secretary to the Board  

Cissie Stevens  
Date  
Chair