

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

Meeting Minutes  
December 3, 2012

The University of North Carolina at Asheville Board of Trustees met on Monday, December 3, 2012, in meeting room 417 of the Sherrill Center on the UNC Asheville Campus.

The following members of the Board of Trustees were present for the entire meeting: Sue McClinton, Doug Orr, Piyush Patel, Ron Paulus, Bruce Peterson, King Prather, Pat Smith, Cissie Stevens, Ben Judge.

The following member of the Board of Trustees was present for part of the meeting: David Cogburn (arrived at 1:30 pm)

The following members of the Board of Trustees were absent: Audrey Byrd Mosley, Virgil Smith.

Others in attendance for some or all of the meeting included: Anne Ponder, Chancellor; Buffy Bagwell, Interim Vice Chancellor for Advancement; Elizabeth Becker, Executive Assistant; Cindy Berryman-Fink, representative, Osher Lifelong Learning Institute at UNC Asheville; Greg Carter, Assistant Vice Chancellor for External Relations; 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 Advancement; Jim Fox, Director of NEMAC; Debbie Griffith, Associate Vice Chancellor for Communication and Marketing; Bill Haggard, Vice Chancellor for Student Affairs; Rich Kucharski, Interim General Counsel; Rob Nelson, Fuquay Solutions and consultant on Campus Master Plan; John Pierce, Vice Chancellor for Finance and Operations; Steve Plever, Assistant Director News Services; Christine Riley, Chief of Staff; Lynn Spaight, Assistant Secretary to the Board; Robert Straub, Chair, Chancellor's Staff Advisory Council; Brian Turner, Director, Corporate and Foundation Relations.

There being a quorum present, Chair Cissie Stevens called the meeting to order at 10:39 a.m.

Chair Stevens recognized Janet Cone to introduce members of women's indoor track, women's cross country and women's tennis, all in the top 10% of academic achievement within Division I nationally, and their coaches. Janet Cone introduced Cross Country and Track coaches Jesse Norman and Adam Hewitt. The students representing the teams were: Emma Bussard, senior majoring in Health and Wellness Promotion and Art Sarah Gentry, senior, majoring in International Studies

Kasey Briggs, sophomore, majoring in Health and Wellness Promotion  
Kassie Pierre - freshman, majoring in Math

The women's track and women's tennis teams received a perfect 1000 Academic Progress Rate (APR) score.

Janet Cone introduced Lise Gregory the coach for women and men's tennis and assistant coach Tom Hand. Student representing the team were:

Christine Boissevain, sophomore from Texas, majoring in Psychology  
Gillian Lewis, freshman from Austin, Texas, undeclared major

Chair Stevens 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. The Chair then asked everyone present to introduce themselves.

Chair Stevens noted the passing of former UNC President Bill Friday and his impact on UNC Asheville as well as on the state. She introduced a draft resolution to honor Bill Friday and asked for any suggestions for changes. Hearing none, she called for a motion to adopt the resolution. Doug Orr moved adoption of the resolution and Ben Judge seconded. The motion was approved unanimously. Chair Stevens asked that the signed resolution be sent to Mr. Friday's daughter so that it could be shared with family members.

Chair Stevens noted that Trustee Nathan Ramsey won election as representative to the North Carolina General Assembly in November and, as is required, tendered his resignation to the Board of Trustees, which she has accepted. At the suggestion of several trustees, she introduced a resolution of congratulations and asked trustees for suggestions for changes. After review, King Prather moved approval of the resolution and Ben Judge seconded and the motion was approved unanimously. Chair Stevens asked that a framed copy of the resolution be sent to Mr. Ramsey for his office in Raleigh.

Chair Stevens informed trustees that a nomination for someone to replace Nathan Ramsey for the unexpired term will be sent to the UNC Board of Governors for their consideration.

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

### Chancellor's report

Chancellor Ponder organized her update and briefing using President Ross' priorities for the Strategic Directions planning process now underway.

1. Set degree attainment goals responsive to state needs

- UNC Asheville 4-year, 5-year, and 6-year graduation rates are the highest they have ever been. In addition, our athletes and our students from underrepresented groups consistently graduate at the same or better rate than the general student body.
  - Area employers tell us that what they need in today's graduates are people who can speak and write effectively, work with others to solve problems, adapt to change, and understand the world around them – essentially describing a UNC Asheville graduate.
  - Examples of some of our students and graduates' successes were offered to illustrate UNC Asheville's responsiveness to the business community:
    - A management student partnered with a local business to set up a system of acoustical and noise monitoring, tracking compliance with OSHA standards
    - A computer science student created an inventory management smart phone app for the business where she works
    - A student set up a social business where she and other students could work on health disparities issues and find ways to make it easier for students, children and families to acquire food from tailgate markets in our area and use SNAP credits to purchase them
2. Strengthen academic quality
- Current freshman class has the highest SAT scores of any class in UNC Asheville history
  - Collegiate Learning Assessment tracks the value added from freshman to senior year at hundreds of campuses, and UNC Asheville students far outpaced predicted performance.
  - The first Inquiry ARC projects to deepen critical thinking throughout the curriculum are winding up their first semester and the preliminary results are very good.
3. Serve the people of North Carolina
- The Sherrill Center hosts local and regional governmental groups, health and wellness agencies, non-profits organizations for many types of events, concerts and the regional sports commission.
  - Undergraduate Research projects help local businesses and also governmental agencies with environmental modeling, city planning assistance, etc.
  - North Carolina Center for Health and Wellness has partnerships with health-care agencies, prevention and continuing health organizations working on issues of childhood obesity, senior health and workplace wellness.
  - The Family Business Forum is hosted at UNC Asheville and serves local businesses with educational opportunities focused on the unique needs of family businesses.
4. Maximize Efficiencies
- Our faculty and Provost are working together on ways for streamlining our curriculum with a focus for long-term sustainability

- We are implementing space utilization software that will streamline the process of determining the most efficient use of classroom and meeting spaces on campus.

5. Ensure an accessible and financially stable university

- UNC Asheville continues to have the lowest tuition in our peer group; and through our work in the Advancement Department in raising scholarship funds, we will continue to maintain affordability
- We are experiencing steady incremental improvement in diversity, making the university accessible to all students who are qualified.

Chancellor Ponder introduced Jim Fox who has been working with staff on identifying how we will implement our strategic plan over the next five years.

Jim Fox asked trustees to consider how things were in December 2007, how things might have changed in the past five years and then think about how things might change in the next five years. He asked them to consider how they would want to position UNC Asheville for success 5 years from today, December 2017. He suggested that the board could consider what each of them values regarding education. Once they are clear on their collective values, they will need to consider what actions they are willing to take to secure those values and what resources might be needed.

He asked trustees to suggest some of the challenges in the future. Factors suggested included the economy, unemployment, reduction in state funding. All these are factors outside of our control.

Key things trustees care about:

- Scholarship support, student recruitment, financial aid and merit-based aid to attract the best students
- Graduating students who are competent in critical thinking and have a broad education to meet their future needs
- Professors who care about teaching
- Facilities and Technology – to keep up with rapidly changing needs so students can stay competitive
- A diverse revenue stream – in addition to annual giving and alumni giving, strengthen giving opportunities and partnership opportunities with the business community
- Efficiencies and flexibility; being able to adapt to face challenges
- That our graduates can meet the needs of the nation, not just North Carolina

Jim Fox then asked trustees to consider some of the difficult decisions we will need to make to protect what we care about. Those suggested:

- Accountability - be able to show in specifics how we add value to the state and nation; demonstrating vs. promoting our value

- Changing revenue streams -- if current revenue sources decrease, building partnerships with private sector, seeking out national grants, national gifts. May require a different governance structure.
- Frame education to make North Carolina more competitive; a decision that, if adopted, makes UNC Asheville expand its vision to the national and international level and helps North Carolina and our goals. If an educated citizenry attracts new employers, that helps the state.
- Focus on critical thinking as the top priority that helps students, North Carolina, the nation, and the world. Graduates who are very adaptable can specialize as they need to for selected career paths.

Jim Fox summarized the discussion: As we develop our priorities around what we value, we can explain the decisions we make.

### Alumni Panel

Chair Stevens invited the alumni who had volunteered to participate in a panel discussion to join Chancellor Ponder, who moderated the discussion. Chancellor Ponder asked each to introduce him/herself and answer an opening question: when you were a student, what was one influential moment that had formative value:

- Amina Moss is an Admission Counselor at UNC Asheville. While completing her senior thesis in the history department, Amina worked with Professor Dan Pierce, and the work on that thesis, the research, the connections she made were very influential for her development.
- John Noor is an attorney clerking for a judge in Charlotte and has just accepted a position with Roberts and Stevens in Asheville, to start in 2013. He was a political science major and his advisor told him to go to Washington, DC, for an internship. On Capitol Hill, he helped with judiciary committee nominations of Justice Roberts.
- Greg Garrison is the owner of The Hop, an ice cream store in Asheville. His degree was in math. In his Real Analysis class he was struggling with some of the math problems and his professor offered to work with him. The professor worked around Greg's schedule, meeting him at 11:00 pm and they worked until 1:00 am. Greg now tutors in our math lab.
- Derek Allen is an attorney with Ward and Smith in Asheville. After submitting a paper for the class taught by Bill Sabo, he received a B grade. When he asked Prof. Sabo about it, Sabo said he was grading Derek on his potential -- that he could do better than what was submitted. After that, Derek worked harder and always tried to impress his professors.

Chancellor Ponder's next question: How you demonstrate and promote the value of liberal arts to your employer or to your business? How is your acumen and range valuable to the economy and the culture?

- Derek – In a core, multi-disciplinary humanities course, he learned the influences that impact the same topic across disciplines. As an attorney, he has learned that clients come not with a defined legal case, but with a problem to be solved. Sometimes that problem requires expertise from many different areas so he has to determine the connections needed and put the legal team together to solve the client's problem.
- Amina – As an admissions counselor, every applicant is different. So she has to analyze, troubleshoot and problem solve to work with them and get the information they need to make an application.
- Greg – While he was taking classes in Real Analysis he was also taking Latin 2, Existential Thinking and Psychology. The wide range of knowledge gave him tools such as knowing how to associate with other people, ask questions and establish relationships. That helps him interact with customers in the store and make sales.
- John - Problem solving is a classic skill for an attorney. In this economy, with only 50% employment for those graduating in his law class at UNC Chapel Hill, having the broad base of a liberal arts degree helps him think about how many industries can use lawyers, and looking for possibilities outside the usual route of being an associate at a law firm.

Chancellor Ponder asked the alumni to talk about some of the changes at UNC Asheville since they graduated.

- John graduated 5 years ago. Big changes on campus include the completion of the Sherrill Center, and Overlook Hall. The ability to be more of a residential campus and the addition of quality programs shows positive continual improvement
- Amina – In Admissions the student body is changing, and UNC Asheville has a strong standing within the UNC system.
- Greg – With better facilities, more accessibility, the university is more attractive to students. Also there is wider exposure in the City of Asheville. More people know about the university, they see the great facilities, want to come to the Sherrill Center for events.
- Derek – Improved facilities, and especially, the expansion across W.T. Weaver and Broadway will make a more attractive entrance and more of a connection to the downtown. He also sees improvement in the quality of administration and that improvements are being made to strengthen the university's image.

Trustees asked additional questions

- How have listening skills been important to your success?

Derek responded that with creative listening, he has to listen fully, not just think about what he will say next. In the courtroom, he has to listen to the judge and know when to shut up.

- Negative experiences can also teach. What would you have changed about your education?

Derek said he would have been involved in student government. Amina would have been involved with more organizations and taken the study abroad opportunity. John would also have liked to experience study abroad and research in the sciences.

Chancellor Ponder noted that intercollegiate athletics is a part of the university, not an ancillary alternative. What as alumni, do you say about Division I sports?

Greg, as a student athlete and one who now volunteers in athletics, said that he promotes athletics, any sport, and encourages participation as fans and participants. John noted that with the athletes focusing on academics as well as the sports he sees a potential for fewer problems than some schools where there is a spotlight on extreme success in sport. Derek said that having Division I sports is amazing for this size school and creates an incredible experience for the athletes and fans. Amina mentioned that she has a family member playing women's basketball, so she takes every opportunity to promote sports and our athletics opportunities for prospective students.

Chancellor Ponder asked the alumni to identify one thing that could make things even better in future here at UNC Asheville.

- John - affordability and access for all. Keep the price low and financial aid available.
- Amina - diversity. Have more ethnic diversity. In talking with prospective students, even the white students want more ethnic diversity as they understand the U.S. is becoming more diverse.
- Greg - relationship with the city - keep building it. Give more Ashevilleians a chance to be on campus and meet more students and faculty and see the facilities.
- Derek - Develop the physical relationship with city, be cognizant of land use and expansion. Asheville is expanding downtown and along the Broadway corridor. It would be great to have a more substantial entrance on Broadway and an admissions office near that entrance.

Trustees thanked the alumni for their discussion and Chair Stevens invited them to stay for lunch so trustees could continue the discussion with them.

The meeting recessed for lunch at 12:33 pm and reconvened at 1:37 pm.

Chair Stevens called on Sue McClinton to give the report from the University Advancement Committee.

Sue McClinton reported that data on year-to-date donations were provided to the committee. All the Advancement staff members were introduced at the meeting and half of them are alums. Goals for this year include the \$300,000 scholarship goal and the \$200,000 athletics goal. Athletics has already exceeded its goal. The Advancement team raised \$60,000 during its annual combined campaign from UNC Asheville employees and \$30,000 of that total goes to the UNC Asheville Foundation. University Advancement participated with the UNC Asheville Foundation Board at its November board meeting. Foundation members were invited to participate in the scholarship campaign that trustees have supported. Ms. McClinton called on Buffy Bagwell to tell more about the scholarships campaign.

Buffy Bagwell reported that the most critical need is for student scholarships. This year's goal is to raise \$300,000 for scholarships. Last year's goal was \$150,000. Plans to reach that goal include some cultivation gatherings. Foundation board members and Trustees are volunteering to host and invite their friends to A Taste of UNC Asheville. Trustee Ron Paulus and Foundation Director Ann Young are co-hosting an event. In addition to raising funds, it is hoped these events will help in developing awareness and pride in this university.

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

Doug Orr reported first on the Inquiry ARC initiative and stated that this program epitomizes a liberal arts education and the value that education provides: INQUIRY: research and critical thinking; Application that addresses issues; Reflection on the information gathered; and Communication skills. The method requires much more interaction in classroom - less content delivery during class time and more discussion. There are pre-program baseline and post-program testing procedures to evaluate effectiveness of the system.

Doug Orr next reported on the progress of the Curriculum Review Task Force. Its goal is to make the curriculum simpler and more sustainable. The task force proposal is now being reviewed by the full faculty. Ben Judge has been serving as a student member of the task force and he reported that students are encouraging the simplification of the curriculum and the ability to find more efficient and more clearly defined paths to graduation. Inquiry ARC courses are receiving positive feedback from students.

Doug Orr continued that a concern of the Curriculum Review Task Force is a proposal from UNC General Administration of a 44-hour core class requirement for graduation from all campuses. This would not allow for the unique strengths of each campus to come forth, so there are many who are making their cases for not implementing this proposal.

Doug Orr also reported on another potential proposal from UNC General Administration of making a guarantee to employers as to qualifications and merit of students graduating from UNC institutions. It would require some sort of payment if the person doesn't meet



certain requirements. This proposal is just in the early stages of being considered so it is unclear about whether or how it might be implemented.

Doug Orr reported that the Observatory project is being expanded because faculty determined the need for a teaching lab as part of the facility. This makes the cost of the building reach a threshold where the Board of Governors will have to approve the more expensive facility. The project will be considered at the January 11 Board of Governors meeting. We are fortunate that the original donor is willing to donate more funds to pay for the teaching lab additional cost. We are hoping that the facility can be completed by fall 2013.

Chair Stevens called on Pat Smith for the **Audit Committee** report:

Pat Smith reported that the State financial audit for fiscal year ending June 30, 2012, is complete and copies were distributed to trustees. UNC Asheville received a clean opinion with no findings. She commended John Pierce and Karen Shaw in the Finance Department for their work. She reported that the Finance Committee will bring a report on Sources and Uses of funds to the board at the spring meeting.

Pat Smith also gave the **Finance Committee** report. She referred trustees to the materials posted for capital projects. She also referred trustees to two resolutions. The resolutions are to approve leases to two solar companies who will lease space on the roof of Mills Hall and Overlook Hall and install solar thermal systems to provide hot water to these two halls. The resolutions are included in the Consent Agenda for consideration later in the meeting.

Pat Smith then called on John Pierce and Bill Haggard for the tuition and fees discussion. The proposal for tuition and fees increases are provided in trustee materials and includes a recent history of tuition and fees.

John Pierce gave a brief background on the tuition increase process. A tuition committee, including faculty, staff and students reviewed tuition and the guidance given by the UNC General Administration. This year, UNC Asheville tuition increase proposal ranks 8th among 16 campuses. Last year the Board of Trustees approved a \$500 increase but the Board of Governors decreased that to \$310, but also approved the additional \$190 as an automatic increase for this year, which would be a 5.5% increase. The tuition committee decided to keep the increase at \$190. Concern was expressed in the committee that, while we need to continue to stay affordable we are so far below our peer institutions that we are losing needed revenue. UNC General Administration no longer provides guidance about how much of the tuition increase to reserve for financial aid, but the tuition committee chose to retain the traditional 25% of the tuition revenue for student aid. \$473,812 is the estimated revenue to be realized from the tuition increase after the financial aid is subtracted.

King Prather reported on the fees increase process. The fees committee took advice from the student government association and other students in open forums where students review and suggest fee increases for those areas they most strongly feel need to be increased. The proposal recommends \$124.50 in increased fees. Additional transportation funds were proposed by students to help to extend the greenway path from campus to downtown Asheville. The funds raised by this fee will be added to funds from the City of Asheville, RiverLink and Buncombe County as a match for a North Carolina Trails grant possibility. Ben Judge reported that students support this increase as a tangible project that benefits all students. Travel along Merrimon is becoming more dangerous for pedestrians and the greenway trail would help students get downtown more safely. This will be a one-time increase just for 2013-14 and dedicated to the greenway project.

After additional discussion Ben Judge made a motion to approve the recommendation for tuition and fees increases as presented. Pat Smith seconded the motion and it was approved unanimously.

Chair Stevens called for a brief recess at 3:20 p.m. The board reconvened at 3:40 p.m.

Chair Stevens 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 consult with our attorney to consider and give instructions concerning a potential or actual claim or administrative procedure or potential judicial action, 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), (3) and (6) of the North Carolina General Statutes.

Doug Orr moved approval of the motion, Piyush Patel seconded and the motion was approved unanimously.

The meeting returned to open session at 4:45 p.m.

Chair Stevens asked for a motion to approve the Consent Agenda including

- Approval of the minutes of September 28, 2012, meeting, Open Session
- Accept personnel reports; materials included in Closed Session
- Resolution to amend Parking Policy
- Resolutions to approve solar leases for Overlook Hall and Mills Hall

