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

Meeting Minutes
December 6, 2013

The University of North Carolina at Asheville Board of Trustees met on Friday, December 6, 2013, in meeting room 417 of the Sherrill Center on the UNC Asheville Campus.

The following members of the Board of Trustees were present: Kennon Briggs, David Cogburn, JW Davis, Sue McClinton, Piyush Patel, King Prather, Pat Smith, Cissie Stevens

The following members of the Board of Trustees were present for part of the meeting: Virgil Smith (left at 12:15 pm), Doug Orr (left at 2:41 pm) and Ron Paulus (left at 3:41 pm).

The following members of the Board of Trustees were absent: Audrey Byrd Mosley and Leigh Whittaker.

Others in attendance for some or all of the meeting included: Anne Ponder, Chancellor; Buffy Bagwell, Vice Chancellor for University Advancement; Elizabeth Becker, Executive Assistant; Melissa Burchard, Chair of Faculty Senate; Skip Capone, General Counsel; Janet Cone, Senior Administrator for University Enterprises and Director of Athletics; Greg Carter, Assistant Vice Chancellor for External Relations; Jessica Dunsmore, Director of Institutional Effectiveness; Jane Fernandes, Provost and Vice Chancellor for Academic Affairs; Debbie Griffith, Associate Vice Chancellor for Communication and Marketing; Bill Haggard, Vice Chancellor for Student Affairs; Laura Herndon, Assistant Vice Chancellor for Annual Giving; John Liposhak, Director of Advancement Services; Rob Nelson, Fuquay Solutions; Nicole Norian, Director of Human Resources; Pat Odnak, Executive Assistant to the Vice Chancellor for Student Affairs; Heather Parlier, Associate General Counsel; John Pierce, Vice Chancellor for Finance and Operations; Steve Plever, Assistant Director of News Services; Christine Riley, Chief of Staff; Lynn Spaight, Assistant Secretary to the Board; Phyllis Stiles, Grant Writer; Robert Straub, Chair of Chancellor’s Staff Advisory Committee; Monique Taylor, Director of Internal Audit.

Opening Remarks
There being a quorum present, Chair King Prather called the meeting to order at 11:07 a.m. Chair Prather 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 asked for a moment of silence to recognize the leadership and courage of Nelson Mandela who died at age 95 on December 5.
Chair Prather reported on the trustee workshop provided by UNC General Administration in Raleigh. The workshop included some of UNC Asheville trustees and trustees from other UNC institutions. It was a learning experience and one particular lesson he shared was the need to be an engaged trustee. It is important that trustees advocate for the public good and champion higher education, letting people know that well-rounded citizens are being built here. Trustees have a particular priority to stay on top of issues, ask the hard questions, and lead the university by making appropriate policy decision. Throughout the day, Chair Prather called on other trustees to share their experiences and lessons learned at the workshop. Those comments are recorded here:

Kennon Briggs was reminded that trustees are expected to do more than just attend regular meetings. Trustees need to monitor what is going on in higher education and at this university, either online or in hard copy publications – a responsibility that is time consuming but crucial. Know what is going on, ask probing questions, but it is not important to be part of the day to day operations that run the institution. This is a governing board not an administrative board.

Sue McClinton recalled that she had attended a trustee workshop at General Administration years ago and was glad to see they have been re-instituted. She complimented Chancellor Ponder and the staff because trustees are already getting the type of information that was recommended for trustees at the workshop. She felt one of the main benefits of the workshop was to meet people from other universities and share experiences.

Virgil Smith was reminded of the lesson that trustees must learn is the important balance between advocacy versus asking the tough questions. It is important to ask questions in a non-critical way; to have open debate in the meeting room; and then to leave any disagreements in the room and not carry them back into the community.

Piyush Patel noted that it was good to hear different perspectives on issues. He was reminded that being an active member is important, that trustees need to do their homework on issues and review of materials. Think of the future for the students and what we are doing for them. Private funds will be more important in future years.

Closed Session #1
Chair Prather asked and received agreement to move the scheduled committee reports to later in the meeting and called for a motion to move the meeting into closed session 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)(5) of the North Carolina General Statutes. Cissie Stevens made the motion to go into closed session for the reason stated, Kennon Briggs seconded and the motion was approved.

The meeting returned to open session at 11:47 a.m.
Discussion – Teaching and Quality Enhancement in Tough Budget Times

Chair Prather called on Provost Jane Fernandes for the presentation and discussion of Curriculum Review. Jane Fernandes introduced Laura Bond and Blake Hobby, members of the Curriculum Review Task Force. The task force began its work in March 2011 and included about 50 members made up of faculty, staff and students. Initially a sub-committee researched the current curriculum and found that on average students took over 4 years to matriculate with some taking 8 additional semesters to attain their BA degree. About 20% of students paid the tuition surcharge for taking more than 140 hours and 50% of students needed to take summer sessions to get all the credits needed in required classes to graduate. The proposal would streamline faculty needed for oversight of the curriculum from the current 61 to 16 for the revised curriculum. Students benefit through an improved matriculation rate, needing 47 credits in core requirements instead of 69 maximum credits. They would also have greater flexibility of selection, time for more electives and a streamlined path to graduation. The new program is proposed to start in the fall 2014 semester.

Doug Orr noted that there has been extensive discussion and the next step is to address any faculty concerns in Faculty Senate who will approve the new curriculum. Trustees asked questions and gave their support for carrying forward this process to a successful conclusion.

Special Guest Introduction and Lunch

Chancellor Ponder introduced NC Senator Tom Apodaca. He was given photos taken recently on a campus visit and was thanked for support of our university in the North Carolina General Assembly. Senator Apodaca affirmed his support of the university and thanked trustees for their service.

Chair Prather called a recess for lunch at 12:15 p.m. The meeting re-convened at 1:07 p.m.

Virtual Lincoln Undergraduate Research Project

Provost Jane Fernandes introduced Professor Chris Oakley and students involved in the Virtual Lincoln undergraduate research project. Students helping with the presentation were: Hagen Carringer, Sophie Berry, Brandon Garrett, Caroline Warren, Madeleine Baringtang, Alex Ray and alumnus Kenneth Michaud, Class of 2013.

The Lincoln project was created by Professor Oakley to challenge students that were excelling in animation classes and ready to take on more complex work. They undertook an undergraduate research challenge to create a 3D model of Abraham Lincoln as he appeared at the Gettysburg Address. Professor Oakley also outlined his discovery of a photograph of Lincoln that had not previously been known to Lincoln historians. This discovery has been reported by the Smithsonian and in national media such as USA Today, New York Times and the History Channel.
Professor Oakley and students responded to trustees’ questions and were applauded for their project.

**Chancellor’s Report**
Chair Prather called on Chancellor Ponder for her report.

Chancellor Ponder used the Strategic Plan as the framework for her report and highlighted some examples of successful strategies:

*Diversity & Inclusion* is making successful progress in student enrollment and faculty and staff employment. In November, there was a very successful visit to campus and presentation by Cornel West. A large audience heard provocative and insightful comments from this scholar and activist who has made significant contributions to society and culture.

*North Carolina* – We have responded to the Board of Governors and UNC General Administrations request to affirm our mission. A recent *Washington Post* article on the value of high quality plus affordable price in this market noted UNC Asheville as a shining example.

*Asheville* – A continuing Memorandum of Understanding between the City and UNC Asheville was signed at a City Council meeting in October. The university co-hosted Dr. Jim Johnson on campus in a program that focused on changing demographics. Chancellor Ponder is serving on the Asheville Area Chamber of Commerce board of directors and, along with some of our students, participated in the Chamber’s business walk to area businesses this fall. She will also be going onto the Mission Health board in 2014 and looks forward to continued partnerships between that organization and the university. Chancellor Ponder has agreed to serve on the search committee that will select the new president of AB Tech, and expects that participation will lead to opportunities for greater collaboration and cooperation.

*Undergraduate research* – We were successful in seeking President Ross’ permission regarding counting undergraduate teaching as part of faculty members’ teaching loads. Chancellor Ponder cited the Virtual Lincoln project as example that has received international media attention.

*Campus Experience* – With the help from a grant from the Tourism Development Authority, baseball field and soccer field lights have been involved allowing for night games, which will mean more community games and championships coming to campus.
Economic sustainability – The university’s Moody’s rating of A1 has been affirmed after a recent review, and they particularly noted a stable rating in an environment where higher education institutions have a negative outlook overall, nationally. We are continuing to work on fundraising goals for this fiscal year with the help of many Trustees and Foundation Board members.

Social sustainability – At a recent employee recognition event, many employees were recognized for their exemplary performance, their years of service, and their professional development achievements. Earlier this week, retirees were honored at a reception at Pisgah House, giving them a chance to reconnect with each other and with the university.

Environmental sustainability – In environmental sustainability we continue to measure our energy consumption. UNC Asheville’s average energy consumption is consistently lower than state institutions. We also have plans to use AASAHE STARS rating to compare our environmental sustainability with other campuses.

Chancellor Ponder then provided a review of updated metrics that have been revised based on advice from trustees, the university planning council and experts in field. They reviewed which benchmarks continue to be valuable indicators and which need to be changed or substituted with better measurements.

The chancellor responded to trustee questions and there was consensus that the benchmarks being used were appropriate measures.

Chair Prather thanked Chancellor Ponder for her report and asked her to remain standing and for Jane Fernandes to join her as the board presented the resolution that was just approved in closed session to commend Chancellor Ponder for her work in proposing and getting approval for the project to have the teaching of undergraduate research classes be counted toward our faculty’s teaching load. Doug Orr presented the resolution and the trustees applauded Chancellor Ponder and Provost Fernandes. (Resolution 1213-4 attached)

The meeting was recessed for a short break at 2:41 p.m. and back in session at 2:53 p.m.

Campus Master Plan Update
Chair Prather called on Rob Nelson for a Campus Master Plan update. Rob Nelson outlined the Campus Master Plan timeline. The Board of Trustees had requested an updated plan in 2011 and a committee was formed to review the most-recent plan and make recommendations. The first steps of the process – ascertaining campus needs and setting guiding principles – were completed through an internal process. Those steps have been taken and the board approved the guiding principles in 2012. It was agreed that the major challenges facing the university were:

• Aesthetics and a Sense of Place
• Environmental policy issues
• Existing and future space and facilities needs

At that time, due to economic issues, work on the above issues needed to be incremental and depended on funding. Trustees decided to focus first on wayfinding and signage, as that was one of the major needs as determined during the campus listening process. The first phases of that work concentrated on wayfinding as it related to the visitor experience. A local firm, Clark Nexon, was hired to work on the design of Phase I, which included vehicular and pedestrian signs. That work is complete and the results have been very well received. Phase II will focus on parking lot signs and building signage and adding two monumental signs at campuses entrances.

Also, beginning in 2013-14, the campus master plan work will expand into environmental sustainability. A Director of Sustainability has been hired and will start to coordinate those efforts on campus.

News Center, Master Calendar Demonstration
Chair Prather thanked Rob Nelson for his report and called on Debbie Griffith, Associate Vice Chancellor for Communication and Marketing, for a demonstration of the campus master calendar and news center, recently updated. Debbie Griffith and Luke Bukoski showed the master calendar and noted it has been formulated to simplify information about events on campus and keep it in one centralized place for easy access. The information is categorized and searchable so there are various ways to find relevant events. The UNC Asheville main front page of the web site is meant for external audiences. The News Center may be of more interest to internal audiences with news items that have relevance to faculty, staff, board members, etc. She invited trustees to review the site at their convenience and to contact her with any questions about the News Center or Master Calendar.

Committee Reports

Academic Affairs Committee –
Ron Paulus reported: The key topics were:
• the educational technology fee increase proposed for 2014-15 was supported in committee
• a discussion on Inquiry ARC implementation
• Center for Diversity Education proposal

Audit Committee –
In Virgil Smith’s absence, King Prather reported:
The committee reviewed the 2013 financial audit from the Office of State Audit. There were no deficiencies or findings for the audit. The management letter from the Office of State Audit was shared with trustees. The committee also commended Monique Taylor, Director of Internal Audit for her work on the peer-to-peer model for the review process of internal audit departments. That model has been named by the national association as a best practice
and Ms. Taylor will be making a presentation on the review process to the national conference. She will also serve as the lead auditor for NC A&T for its Quality Assurance Review.

University Advancement Committee –
Cissie Stevens reported on changes in personnel - Brian Turner, Ann Martin, Kevan Frazier have all left the university. Vice Chancellor Buffy Bagwell is working with the staff to re-organize and re-think the way areas are working. The department is moving to 118 WT Weaver Blvd, a location which allows for improved office space and function and is easier for donors and prospective donors to find for meetings and events. Fundraising goals are tracking ahead of where they were last year. Ms. Stevens reminded trustees of the board challenge goal of $25,000 total. Currently there is 53% trustee participation and $8,000 raised toward goals. She provided information about the historical marker for Asheville Biltmore College resolution which is included in the consent agenda. The Foundation Board and the Advancement Committee is planning to meet together for strategic planning for advancement and events.

Athletics Committee –
Kennon Briggs reported on a good fall sports season. In volleyball, Rachel Wells played as a walk-on and performed so well that she earned a scholarship. The committee reviewed the athletics budget and finances. The committee reviewed and endorsed the fee increase for athletics as part of the student fees package.

Finance and Real Property Committee –
Pat Smith reported on the tuition and fees process. There will be no increase for resident undergraduate tuition allowed this year. The North Carolina General Assembly has recommended an increase of 6% for non-residents tuition with proceeds remanded to the State’s General Fund, not the campus.

For student fees, the UNC System has been operating under a 4-year plan limit of 6.5 percent per year. The total increase recommended is 5.78%. The debt service fee, not included in the 6.5% cap, is recommended at $27 increase for renovation and expansion of the Strauss Track building and for Student Recreation Center renovation and floor replacement. The total fee increase is $151. Even with debt service included, we are within the 6.5% limit for increase.

King Prather called for a vote of approval for the tuition and fees recommendation from the finance committee and it was approved by voice vote.

Resolution 1213-2 for approval of a list of designers and architects for projects under $500,000. The Board of Trustees approves the list contractors and service providers and staff uses the criteria to select the best company to use for the project.
The finance committee recommended the selected list for projects as included in the board materials and resolution was approved by a voice vote.

Resolution 1213-3 for approval of a water easement for the City of Asheville to maintain a water line for residence halls. The finance committee recommended approval of the easement and the resolution was approved by voice vote.

Closed Session #2
Chair Prather asked for a motion to move the meeting 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.

Kennon Briggs moved approval of the motion, JW Davis seconded and the motion was approved by a voice vote.

The meeting returned to Open Session at 4:55 pm.

Cissie Stevens moved approval of the Consent Agenda, documents included in board materials as follows:
• Minutes of September 27, 2013 meeting, Open Session
• Minutes of the Executive Committee Meeting of October 24, 2013, Open Session
• Approval and acceptance of personnel actions and reports (materials included in Closed Session)
• Approval of the employment contract for Athletics Director Janet Cone (materials included in Closed Session)
• Approval of a Asheville-Biltmore College Highway Marker Resolution
• Approval of the Management Flexibility Report

Sue McClinton seconded the motion and the motion was approved by voice vote.
There being no other business before the board, Cissie Stevens moved and David Cogburn seconded a motion for adjournment. The motion was approved by voice vote.

The meeting was adjourned at 4:59 p.m.

Submitted respectfully,

[Name]
Lynn Spaight
Assistant Secretary to the Board

Date
7/28/14

Approved,

[Name]
N. King Prather
Chair

Date
3/28/2014