

**MINUTES OF THE MEETING OF
THE UNIVERSITY OF NORTH CAROLINA AT PEMBROKE
BOARD OF TRUSTEES
Thursday, November 17, 2011 at 4:40 PM**

The meeting of The University of North Carolina at Pembroke Board of Trustees was held in the Board Room, Room 423, Lumbee Hall. Chairman Robin Cummings called the meeting to order at 4:42 PM.

PLEDGE OF ALLEGIANCE

The group joined together in the Pledge of Allegiance.

ROLL CALL

Roll was called, and the following Trustees were present:

Kellie Hunt Blue
Robert E. Caton
Robin G. Cummings
Gary Locklear
Donna Lowry
Brian McCormick
Dwight Pearson
Raymond Pennington
Lorna Ricotta
Newy Scruggs
Paul Willoughby
Caroline Williamson

Absent:

Thomas Nance (excused)

Also attending were: Chancellor Kyle R. Carter; Provost and Vice Chancellor Kenneth Kitts, Academic Affairs; Director Dan Kenney, Athletics; Vice Chancellor Neil Hawk, Business Affairs; Vice Chancellor Jackie Clark, Enrollment Management; Vice Chancellor Diane Jones, Student Affairs; Vice Chancellor Wendy Lowery, Advancement; Associate Vice Chancellor Robert Orr, Division of Information Technology; General Counsel Joshua D. Malcolm, Assistant Secretary to the Board of Trustees; Special Assistant to the Chancellor Greg Carter, Chancellor's Office; and Recording Secretary to the Board of Trustees Janet Taylor, Chancellor's Office.

INTRODUCTION OF GUESTS INCLUDING MEMBERS OF THE PRESS

Chairman Cummings welcomed Public Communications Specialist Scott Bigelow, University Communications and Marketing and Amanda Munger, *Robesonian*.

ETHICS STATEMENT

Chairman Cummings reminded the Trustees of their duty under the State Government Ethics Act to avoid conflicts of interest and/or the appearance of a conflict of interest. No member made known any conflicts of interest.

ADDITIONS/DELETIONS TO THE AGENDA

None

Chairman Cummings informed the Trustees we would deviate from the printed agenda and move directly to item number 9 on the agenda, Tuition, Student Fees and Miscellaneous Fees.

TUITION, STUDENT FEES AND MISCELLANEOUS FEES

Chancellor Carter introduced recommendations for tuition and fees. He presented the Trustees with copies of *The Daily Tarheel*, which showed UNC Pembroke as having the lowest proposed tuition and fees increase in the state. The University has been cautious about proposing increases because eighty-five (85%) percent of students receive some type of financial aid and seventy-eight (78%) percent receive need-based aid. In addition fifty-four (54%) percent of these students qualify for Pell grants. If we do not increase tuition and use funds for financial aid, our students will be at a disadvantage, due in part to the reductions in the budget and aid provided by the state. Chancellor Carter asked Dr. Diane Jones to explain the process by which tuition and fees will increase, and Dr. Ken Kitts to brief the Board on the proposed tuition, student fees and miscellaneous fees for next year.

Dr. Jones discussed the process in place to review current fees. The UNC Pembroke Tuition and Fee Committee was appointed by the Chancellor and consisted of four faculty, three staff and six students as voting members. Dr. Jones served as a resource and facilitator, along with Ken Kitts, Provost and Vice Chancellor for Academic Affairs, Neil Hawk, Vice Chancellor for Business Affairs, George Guthrie, Assistant Vice Chancellor for Business Affairs, Controller's Office, and Marvin Miller, Associate Budget Director. Trustee McCormick made recommendations to the committee. He stated that the committee tried to be inclusive of all groups of students; undergraduate, graduate, in-state, out of state, off campus and on campus students. The committee was engaged and had a total of six meetings. The first two meetings were to establish the process and procedures for the committee; the remaining meetings were for committee recommendations. Some institutions have two committees which consist of one for tuition and one for fees. Dr. Jones expressed that it is more advantageous to have one committee in order that they get a complete picture of the University's needs.

The process began with students being provided historical information on tuition and student fees and comparative information on other UNC schools before being provided information from General Administration. Instructions on the second Four Year Plan were submitted to the University on November 5 and stated that proposed increases for undergraduate resident students were limited to 6.5% of current tuition rates. However, the plan did allow for a proposal of an increase above 6.5% if there was significant underfunding. As outlined in the plan, at least 25% of new tuition revenue must be set aside for need based financial aid. The remaining 75% will be used to increase compensation and enhance the quality of the academic experience.

The committee and Chancellor Carter are requesting no increase in fees, but reallocation of funds to different areas. The Board was provided handouts explaining how fees were allocated across campus. However, they are recommending a redirection of a \$1.00 fee from Yearbook and Intramurals to Greek Life and Community and Civic Engagement. The committee received a tuition increase request of \$200. After much discussion, the committee recommended a 5% increase (\$140) for in-state residents and 2.5% increase (\$300) for out-of-state students. The overall request for tuition and student fees was a 3.21% increase. Dr. Jones concluded her portion of the presentation and introduced Provost Kitts.

Provost Kitts began by commending the work of the committee and the contributions of the students

involved. He noted that the tuition proposal is similar to the one proposed by the committee. The Chancellor's proposal is asking for a tuition increase of \$199 annual, which is less than \$100 per semester. This is based on directives from General Administration to compare the University to our peer institutions, 15-20 schools outside of the state who are similar to us. Last summer, with assistance from General Administration, 18 institutions were identified as UNC Pembroke's peer institutions. Our goal is to remain in the bottom quartile relative to those schools. General Administration advised the University that there was room to raise tuition and still be competitive with the lower quartile of schools.

Provost Kitts explained that the \$199 increase represents a 4.26% increase of UNC Pembroke's current tuition rates. He believes this will allow the University to compare favorably with our peer institutions as they begin increasing their tuitions. Everyone was aware that a portion of the increase will have to be allocated to financial assistance based on the needs of the student population as discussed by Chancellor Carter. Provost Kitts stated that students who fall into the \$15,000 or less income bracket will not see a change in their Pell Grant award. However, incrementally other income brackets will see significant decreases in the amount of Pell Grant money they receive. The Chancellor proposed that the additional tuition revenue, approximately \$1.2 million, be directed as follows:

1. 25% to need-based aid. This will help address cuts in current state aid, anticipated changes to federal aid programs, and hold as many of our neediest students harmless as possible.
2. 25% to the merit-based work program (student work fellowships). This program will support high performing students and provide them with work opportunities on campus in areas such as research assistants, lab technicians, engagement projects, etc. Also, this will allow students to assist the University departments in filling work gaps created by budget reductions.
3. 50% will be allotted for more student support services to improve retention and student success.

Provost Kitts commented on the work the University is doing to help students maintain a 2.0 GPA, be successful and keep their financial aid. Providing tutoring and other supplemental instruction is important to help uphold the new academic standard.

Trustee Caton questioned the percent increase in tuition and fees for a student who entered the University as a freshman four years ago and is currently a senior. Trustee McCormick responded that increases in undergraduate resident tuition for 2011-12 was 16.1% (to be distributed over two years), 2010-11 was 17.6%, 2009-10 was 2.6%, and 2008-09 was 3%; making that a total increase of approximately 39.3%.

Trustee Pearson expressed concern over making sure college is affordable to all students. Chancellor Carter reminded the Board that state budget cuts have reduced need-based aid by 20%. Trustee Lowry expressed concern over UNC Pembroke being cheaper. She felt students might think they could get a better education at a higher priced and more prestigious university. However, raising tuition may cause students and parents to rethink going to those institutions, thus improving retention rates. Chairman Cummings questioned whether we thought \$199 was enough or should it be a larger increase. He felt if we could increase the tuition more we might have a better opportunity to provide financial assistance to more students in need.

Chancellor Carter explained that in his original proposal of the \$199 tuition increase, 100% would go toward aid for students. After discussion with UNC General Administration it was decided to only direct 50% toward need based aid and work programs. Chancellor Carter expressed that raising tuition above the proposed \$199 may be misinterpreted and create some distrust in the University among students.

Trustee Locklear stated that perhaps the University should focus on "doing more with less" as a means of recruiting more students rather than raising tuition and that would in turn translate into more student fees

and more revenue with which to operate. He stated that in terms of marketing, not raising tuition could be a recruiting tool the University could utilize. Trustee Locklear stated that he would like to go on record saying he did not think we had to increase tuition. Trustee Lowry stated that, although it would be hard for some students, raising tuition may be the best option to help subsidize departments and faculty who are currently dealing with shortfalls.

Chancellor Carter reiterated the loss of nearly 700 students from the previous year which resulted in a \$2.5 million shortfall in tuition. He also stated that tuition was not the only reason for the decrease in students. The University has seen cuts over the last four years including \$9 million last year, and employees have not received pay increases for four years. He acknowledged that raising tuition during a time in which the economy is struggling seems counterintuitive, but is necessary. Trustee Pearson stated that due to uncertainty in the timing of state budget cuts, it is possible that the Board will face the same situation next year and he proposed raising tuition by more than \$199 in anticipation of future cuts. Chancellor Carter stated that General Administration feels it is best for UNC Pembroke to remain in the bottom quartile with respect to tuition and fees when compared to other UNC schools and peer institutions. Trustee Ricotta stated that a larger increase would have a greater impact on students and she was in favor of being more cautious. However, there may have to be future increases in subsequent years.

Chancellor Carter commented that the proposal of 25% for need-based aid and 25% for merit programs is flexible based on what the state may do with the budget. However, the goal is to allocate 50% toward financial assistance.

Chairman Cummings recessed the meeting at 5:45 PM until approximately 8:30 AM on Friday, November 18, 2011.

**MINUTES OF THE MEETING OF
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BOARD OF TRUSTEES
Friday, November 18, 2011 at 8:30 AM**

Mr. Neil Hawk, Vice Chancellor for Business Affairs and Dr. Robert "Bob" Orr, Associate Vice Chancellor Information Resources and Chief Information Officer, led the Trustees in a session concerning the Strategic Plan for UNC Pembroke. Trustees were provided an opportunity for questions and answers following the presentation.

The meeting of The University of North Carolina at Pembroke Board of Trustees was held in the Chancellor's Dining Room of the James B. Chavis University Center. Chairman Robin Cummings reconvened the meeting on Friday, November 18, 2011 at 9:32 AM from recess on Thursday, November 17, 2011 at approximately 5:45 PM.

ROLL CALL

Roll was called, and the following Trustees were present:

Kellie Hunt Blue
Robert E. Caton
Robin G. Cummings
Donna Lowry
Dwight Pearson
Raymond Pennington

Lorna Ricotta
Newy Scruggs
Paul Willoughby
Gary Locklear
Caroline Williamson
Brian McCormick

Absent:
Thomas Nance (excused)

Also attending were: Chancellor Kyle R. Carter; Provost and Vice Chancellor Kenneth Kitts, Academic Affairs; Director Dan Kenney, Athletics; Vice Chancellor Neil Hawk, Business Affairs; Vice Chancellor Jackie Clark, Enrollment Management; Vice Chancellor Diane Jones, Student Affairs; Vice Chancellor Wendy Lowery, Advancement; Associate Vice Chancellor Robert Orr, Division of Information Technology; General Counsel Joshua D. Malcolm, Assistant Secretary to the Board of Trustees; Special Assistant to the Chancellor Greg Carter, Chancellor's Office; and Recording Secretary to the Board of Trustees Janet Taylor, Chancellor's Office.

INTRODUCTION OF GUESTS INCLUDING MEMBERS OF THE PRESS

Chairman Cummings welcomed Tiffany Johnson, WNCP-TV and Steve DeVane, the *Fayetteville Observer*.

WELCOME NEW TRUSTEE/OATH OF OFFICE

Chairman Cummings welcomed Trustee Caroline Williamson to the Board and provided an opportunity for Trustee Williamson to make some brief comments. Also, Chairman Cummings noted Trustee Williamson was administered the Oath of Office, Thursday, November 17, 2011, prior to the committee meetings.

Chairman Cummings informed the Trustees we would resume the meeting from Thursday, November 17, 2011, at Item 7, Request for Approval of Minutes

APPROVAL OF MINUTES

Minutes were presented for the following meetings:

- Regular Board Meeting Minutes, September 16, 2011 (**Attachment 7**)

ACTION 2011-40

Upon motion made by Gary Locklear, seconded by Donna Lowry, and unanimously carried, the Board of Trustees approved the minutes for the September 16, 2011 Board Meeting.

CHANCELLOR'S REPORT

Chancellor Carter informed the Board of several activities the University has been involved in. The Art Department has received full accreditation from the National Association of Schools of Arts and Design. UNC Pembroke is the fifth institution in the state to receive this honor. Chancellor Carter thanked the

board members for their involvement and engagement over the past few meetings and their adaptation to the new format.

Chancellor Carter discussed a meeting held last week which included Provost Kitts, Mr. Hawk, President Thomas W. Ross, and Jeff Davies, General Administration Chief of Staff, regarding the decline in enrollment and its impact on the budget. As outlined in an email sent to the Board, the decline in enrollment was mainly due to academic and not strictly budgetary concerns. The purpose of the meeting was to gain approval for the implementation of new academic policies. General Administration agreed with the new policies as a way of improving the quality of students and increasing retention and graduation rates. Chancellor Carter discussed the new academic policy that was introduced for the fall 2011 semester stating that a student must maintain a 2.0 GPA to remain in good academic standing. The previous policy was graduated meaning a freshman could remain in school with a 1.5 GPA, a sophomore with a 1.75, and a junior with a 1.875. Whereas retention rates were not the focus when the old policy was implemented, the parameters have changed to the point that the University has become more accountable for students' success and therefore some policies must change in order to maintain a stable environment for students.

There was concern that the University may have to return money already allocated to the budget, but General Administration is willing to work with the University as long as we are showing progress towards increasing enrollment and retention. Our budget is predicated on enrollment and a set number of credit hours, and when we decrease in enrollment that effectively decreases our budget. Chancellor Carter stated that our circumstance is not unique and that several other UNC schools have made similar policy changes. The Chancellor is hopeful that enrollment will return to previous numbers within three to four years.

Chairman Cummings thanked Chancellor Carter for his report.

TUITION, STUDENT & MISCELLANEOUS FEES

Chairman Cummings opened the floor for continued discussion concerning tuition and fees. Trustee McCormick thanked Dr. Jones and Provost Kitts for their work on the student fees committee and providing information to students in a timely manner. He continued by thanking Chancellor Carter for answering his questions concerning the tuition increase. Trustee McCormick read a statement he had prepared on behalf of the students. It is felt by students in the whole UNC system that it is inevitable that tuition and fees will increase and there is a natural tendency for those increases. Students have a sense of apathy and feel that their voices will not create action needed to prevent the increases from happening year after year. The UNC Pembroke Tuition and Fee Committee consisted of four faculty, three staff and six students. In this committee 66% of students voted against any proposed tuition and fees increase, 100% voted against an increase above \$140 for in-state residents. Trustee McCormick presented this information to the Student Government Association, and subsequently the SGA voted and passed a resolution on Wednesday, on behalf of the student body, to recommend that tuition and fees not increase as the student body could do without the benefits generated from the added revenue. He expressed that it would show a statement of commitment to the students if the Board would recommend to the Board of Governors a zero (0%) percent increase. It would demonstrate a devotion to serving the student population and an awareness of the mission to provide the citizens of North Carolina an education that is "as free as practical."

Chairman Cummings spoke with another student representative. The student stated that he agreed with other students that there should not be an increase, but realized that there will be an increase and understands the need for it. The student acknowledged it was a tough decision for everyone involved.

Chairman Cummings reviewed with the Trustees the proposal from Chancellor Carter of the \$199 tuition increase and zero percent increase in fees. Trustee Williamson commended the Chancellor and his staff on the amount of work and time put into the tuition and fees process and what would be best for the students. She stated that she supported the proposed recommendation of \$199 tuition increase and zero percent increase in fees. She continued by saying she understood that these are tough times for everyone and tuition will have to go up.

Trustee Willoughby stated he would have not expected anything less from the student body. He went on to say he understood the student perspective, however it was tough when he was a student making minimum wage and having to work until late at night. Trustee Willoughby stated he understood, but he thought it was doable and that current students have to go through what former students have done.

Chairman Cummings reviewed the affordability of UNC Pembroke compared to other UNC schools. He stated we are still a good value. Chairman Cummings asked Trustee McCormick for his thoughts on what students would think if we do increase tuition. Trustee McCormick stated he feels students have prepared themselves for an increase, however, they do not want an increase. He felt some students are more understanding of a \$100 increase, with 50% going to academics and 50% going to financial aid, in order to expand the quality of services. Trustee McCormick went on to say, over the past ten years UNC Pembroke has doubled its tuition and fees. While students realize it is going up a little at a time, it is still an increase and it adds up to a lot of money. Students just want us to look at slowing down the rate at which tuition is increased because it is currently at a rate of 6.5%. He questioned whether UNC Pembroke, while it still has the same quality of education it had 10 years ago, has doubled the overall experience for students as the price has doubled. Inflation has increased at only 2 to 3%, but we have raised tuition more than 6.5%. Are we going to continue nominally increasing in tuition and fees every year? This does increase the student indebtedness upon graduation. Trustee McCormick asked the Board to look at the overall impact over time.

Trustee Pearson asked Trustee McCormick if students recognize the need for an increase in revenue. Trustee McCormick stated the students do understand that an increase will bring certain benefits. The students do not necessarily want to pay for those benefits and feel that they can do without them. Trustee Pearson asked without an increase in tuition and fees have students given any suggestions as to how to increase revenue. Trustee McCormick said he did not think it had anything to do with revenue, but the quality of education. For example, looking at supplemental instruction that would be coming from academic services the need of the student is to be able to understand course work. If tutoring is only available at certain times, a student might have to wait an additional day to schedule a tutoring session.

Trustee Locklear stated we may be talking about a motion that has not been made. He requested the motion be put on the floor. Chairman Cummings agreed and called for the motion. Trustee Lowry expressed to Trustee McCormick that she would like for him to assure the students their voice has been heard. The Board realizes this affects all students.

ACTION
2011-41

Upon motion made by Donna Lowry, seconded by Raymond Pennington, and carried with Gary Locklear and Brian McCormick opposing, the Board of Trustees approved the tuition increase of \$199 per year, as recommended by Chancellor Kyle R. Carter, which shall be designated: 50% for student support priorities and the remaining 50% to be split between "need-based aid" and a newly created "merit-based work/fellowship program" in a ratio as the Chancellor deems

appropriate to meet the University's needs/requirements.
(Attachment 8 Section 1)

Prior to the vote, Trustee Locklear stated he could not be prouder to sit beside Trustee McCormick, student representative of the University. He knows he is fighting an uphill battle. Trustee Locklear went on to say that he does not think we have to increase tuition and there is no right or wrong answer and it is a balancing act. Trustee Locklear spoke against a raise in tuition.

Chairman Cummings asked Chancellor Carter if he knew what the reaction would be if we went to General Administration and told them the Trustees did not support any type of increase in tuition and fees. Chancellor Carter responded he thought GA would be surprised. He stated they too are dealing with a balancing act. General Administration is concerned with the message our actions would send to the students and the legislature if we went back to them with no increase in tuition and fees after experiencing \$9 million in budget cuts last year, additional cuts over the past three years, and faculty and staff with no raises in the last four years. They would begin to wonder if we needed the money in the first place or if we were not concerned about quality. Chancellor Carter continued by saying we would have liked to come forward with a much larger request in tuition and fees. However, he realized our students cannot afford that cost. Chancellor Carter stated that he tried to come up with as much of a compromise as possible between raising additional revenue for the University and keeping student tuition and fees as low as possible. Many departmental budgets depend upon student fees. Seventy-eight percent of Student Affairs' budget comes from fees. Athletics, technology, and health services all depend upon student fees. We have said to everyone we are going to do more with less in each of those areas. Chancellor Carter stated for us to go back to General Administration with no request for an increase in tuition and fees would send the wrong message: we do not need the money, we are not concerned with our graduation and retention rate, and we are not concerned with replacing need based dollars in financial aid. Chancellor Carter continued by saying if we do not put some money into need-based financial aid it is going to cost our most needy students more money because our state aid has been cut and more than likely our federal aid is going to be cut. Chairman Cummings called for a vote for the motion on the floor. Trustee McCormick asked for a recorded vote and it was so granted.

Trustee Scruggs addressed Trustee McCormick and said that he understood the concerns, but we had a \$9 million shortfall that we must fill. He realized it is not easy for our students, but we must do this in order to continue the quality of education we have. Trustee McCormick stated that students have told him that they are willing to do without some of the services or options that are available in order to prevent a tuition and fee increase.

The motion passed with 10 in favor and 2 opposed, Gary Locklear and Brian McCormick. Chairman Cummings asked Trustee McCormick to let the students know this was not an easy decision and that the Board listened to student opinions. Trustee McCormick thanked the Board for their thoughts and discussion.

ACTION
2011-42

Upon motion made by Brian McCormick, seconded by Donna Lowry, and unanimously carried, the Board of Trustees approved no increase in the total mandatory fees for the next academic year. **(Attachment 8 Section 2)**

Trustee McCormick thanked everyone for doing as much as possible and supporting the committee's recommendation with no increase in fees.

Chancellor Carter wanted to make sure all Trustees were clear that total mandatory fees included student activity fees, athletics, health services, educational and technology fees, debt services- university center, debt services–recreation, debt services-health and football/multipurpose. **(Attachment 8 Section 2 updated 11-11-11@3.07PM)**

ACTION

2011-43

Upon motion made by Gary Locklear, seconded by Raymond Pennington, and unanimously carried, the Board of Trustees approved the miscellaneous fees, as recommended by Chancellor Kyle R. Carter, as detailed in the document titled “2012-13 Miscellaneous Fees”, under Tab 7. **(Attachment 8 Section 3)**

Vice Chancellor Jones stated that these are miscellaneous fees that students pay only if they use the service. She stated these included our meal plans and housing rates. We are requesting very moderate increases in housing rates ranging from 2 to 5% with an average increase of 3%. Yellow represents areas of increase and green represents areas of decrease.

Chairman Cummings stated he felt we give students a quality education at a very affordable rate. Perhaps we do not do a good job at letting everyone know what we are offering.

COMMITTEE REPORTS

Audit and Ethics Committee

Trustee Donna Lowry, Chair, Audit and Ethics Committee, reported that the committee reviewed updates to the audit plan. The committee discussed current audit findings and the revitalization of audit forms. The committee also discussed setting up a hotline and a web site where individuals can go in anonymously and provide information concerning issues.

Educational Planning and Personnel Committee

Trustee Dwight Pearson, Chair, Educational Planning and Personnel Committee, stated that Provost Kitts reported two programs that have been accredited. The programs include the Master of Social Work Program on Social Work Education by the Council on Social Work Education (CSWA) and the Art Department at the Undergraduate and Graduate level accredited by the National Association of Schools of Arts and Design.

Provost Kitts reported on the status of the Physical Therapy Program. The Physical Therapy Program commenced in 2007. The Doctorate in Physical Therapy Program was presented to General Administration in spring 2009. In fall 2009 the Disciplinary Panel acted not to send UNC Pembroke’s Physical Therapy program to the Board of Governors. A Memorandum of Understanding was signed by UNC Pembroke and East Carolina University to formalize a study of the Physical Therapy Program. Due to budget cuts and personnel changes, the program has been constrained. Provost Kitts will continue to pursue the Physical Therapy Program with ECU. Trustee Pearson stated that the program is stalled at this point until the process can once again be revitalized.

Trustee Pearson spoke about an update presented by Dr. Susan Cannata, Chair of the Faculty Senate. Dr. Cannata reported on the different subcommittees that make up the Faculty Senate and their duties. Also, she reported on what the Faculty Senate is currently doing, such as, updating the Faculty Handbook,

revisions of courses, and faculty talk sessions. It was noted that the faculty has concerns about the continued budget cuts and that there have been no salary increases in the last four years.

Ms. Jackie Clark, Vice Chancellor for Enrollment Management, reported the loss of approximately 700 students was primarily continuing students. Approximately over 500 students that did not return were dropped due to unsatisfactory academic progress. In fall 2011, 144 students were approved during an appeal process as compared to 740 in fall 2010. Impact of loss was failure to make academic progress or earned credit versus attempted credit. The biggest drop was among sophomores, juniors, and seniors. The new Academic Standing Policy will help with the satisfactory academic progress.

Trustee Pearson advised the Board that the committee reviewed the proposed list of December 2011 graduates with approximately 499 receiving undergraduate degrees and 81 receiving graduate degrees, and concurred with the recommendation to submit to the full Board for approval.

**ACTION
2011- 44**

Upon motion made by Dwight Pearson, seconded by Lorna Ricotta, and unanimously carried, the Board of Trustees approved to confer both graduate and undergraduate degrees upon those individuals certified by Provost Kenneth Kitts as meeting all the University's requirements for such conferral at the winter commencement ceremonies to be held on December 9th and 10th, 2011. **(Attachment 9)**

Trustee Locklear asked the Board chairman to draft a letter for the chairman's signature to commend the two departments for receiving accreditation. He stated we cannot give pay increases, but congratulations might go a long way during these tough economic times.

Finance and Administration Committee

In the absence of Trustee Thomas Nance, Chair, Finance and Administration Committee, Trustee Robert Caton conducted the meeting. Trustee Caton reported that Mr. Neil Hawk, Vice Chancellor for Business Affairs, provided details and led a discussion on the possibility of UNC Pembroke leasing the University Courtyard Apartments complex from the UNC Pembroke Foundation, Inc. and the Office of Housing and Residence Life assuming management of the property.

Trustee Caton asked Vice Chancellor Hawk to explain the proposed resolution of UNC Pembroke leasing the University Courtyard Apartment complex from the UNC Pembroke Foundation, Inc. and the Office of Housing and Residence Life assuming management of the property.

Prior to the vote, Trustee Robert Caton, being the Board of Trustees representative on the Foundation Board, recused himself from the vote.

**ACTION
2011-45**

Upon motion made by Gary Locklear, seconded by Raymond Pennington, and unanimously carried with Trustee Robert Caton recusing himself from the vote due to being the representative for the Board of Trustees on the Foundation Board, the Board of Trustees approved the resolution recommended by Chancellor Kyle R. Carter, giving the Chancellor and the Vice Chancellor of Business Affairs the authority to take the necessary steps in order to secure a master lease

agreement between UNC Pembroke/State of North Carolina and the
UNC Pembroke University Foundation, LLC. (**Attachment 10**)

Public Affairs and Advancement

Trustee Lorna Ricotta, Chair, Public Affairs and Advancement, welcomed Ms. Wendy Lowery, newly appointed Vice Chancellor for Advancement. Trustee Ricotta informed the Board that during a 5 week period, faculty and staff had contributed more than \$65,000 to the Faculty and Staff Campaign. She reported this was great considering faculty and staff has not received a raise in four years.

Trustee Ricotta reported that Vice Chancellor Lowery reviewed the open positions within the Advancement Division and discussed the strategy for filling those positions.

Trustee Ricotta stated Ms. Patricia Fields, Givens Performing Arts Center Executive Director, provided an update on the status of planning for the 125th birthday of the University. Ms. Fields and Mr. Lawrence Locklear are co-chairs of the 125th Planning Committee. Ms. Fields reviewed the general plan for the celebration, and indicated that the kick-off will be on Wednesday, March 14th and will run for 14 months. The theme of the celebration will be “Honoring our Heritage, Soaring Toward our Future.” The committee suggested raising the funds for an endowed chair for American Indian Studies.

Vice Chancellor Lowry assured the Board that filling the vacant positions in Advancement are a top priority to furthering the vision for the University and will receive due diligence. She also stated that they will be asking for the Board’s support once talks begin for the Save Our Scholarships (SOS) campaign.

Trustee Scruggs asked how much money it takes to endow a chair. Vice Chancellor Lowery stated \$250,000 which would qualify for a one-to-one match from the Spangler Foundation. Then these two private gifts are matched by the state, ultimately resulting in a \$1 M dollar endowed chair. Chancellor Carter stated that due to the state budget issue there is a backlog in the state match. We do not know if the state will continue to match the gifts. However, there is no reason at this time why we should not move forward with the anticipation it will be matched.

Student Life and Athletics

Trustee Paul Willoughby, Chair, Student Life and Athletics, stated that the committee had two guests: Preston Swiney, Director of Housing and Residence Life, and Ms. Holly Berry, UNC Pembroke Student Athlete.

Trustee Willoughby reported that Mr. Swiney provided an update on Campus Housing and Residence Life and some of the changes projected. Trustee Willoughby reminded the Board in past years there have been no vacancies in campus housing. However, that is not the case now. We have to make sure all beds are full. Some halls will come off line due to renovations and this should help to make occupancy rates.

Also, Trustee Willoughby stated Ms. Holly Berry shared her personal involvement with UNC Pembroke Student Athletes and their engagement within the community. Trustee Willoughby felt she was a great representative of the University and commended the Athletics Department for their level of community involvement.

Trustee Willoughby suggested each department have a one hour course which would require students to go into the real world. This would be an opportunity for the students to learn plus help us tell our story to

the community and surrounding area. Chancellor Carter stated the University has an office called Service Learning which encourages this type of activity. He added that the students in the School of Business have a club called Students in Free Enterprise (SIFE). Trustee Willoughby wanted to know what percentage of our campus participated in these activities. Chancellor Carter stated he did not have the information at hand for these programs.

DIVISIONAL REPORTS

Chairman Cummings asked the Trustees if they had any questions/concerns regarding Divisional Reports. He encouraged the Trustees to review the reports.

Chairman Cummings asked Vice Chancellor Clark to explain the early assurance with East Carolina University's Brody School of Medicine. Vice Chancellor Clark stated this is the first year we have had freshman who were allowed to go through the interview process with the medical school staff. If the student is selected this will ensure placement upon graduation at ECU's Brody School of Medicine. Also, this will allow the student to by-pass the Medical College Admissions Test (MCAT). Their primary interest is to recruit American Indians. UNC Pembroke will provide scholarship funds on this campus and ECU will provide scholarship at ECU. We have eight students who interviewed.

Trustee Caton asked Dan Kenney, Director of Athletics, with no increase in fees where does this put the Athletics Department. Mr. Kenney stated they had a reserve for next fiscal year. However, it is anticipated it will be depleted during next year. The following year is when Athletics will have issues if they do not get an increase in fees or if the student enrollment does not increase. There will definitely be some cost shifting. We look at things in the following order: (1) student financial aid; (2) staff; and (3) operating budget.

Trustee McCormick acknowledged the two programs who were awarded accreditation. He stated, as a business major, he is interested in the accreditation of the School of Business by the Association to Advance Collegiate Schools of Business (AACSB). Also, Trustee McCormick asked Provost Kitts did he have a timeline as to when that might happen. Provost Kitts responded the initial accreditation visit from AACSB will be in late January. He went on to say he felt confident in the amount of preparation that has gone into this, but it is difficult to predict what will happen. Chancellor Carter responded a report would be written and sent to the campus to review prior to it going to the AACSB board. He was not sure when the process would be complete.

Trustee Williamson spoke concerning the Teacher Education Fair that was held on our campus by the Public Schools of Robeson County. She stated several principals came and approximately six or seven teachers were offered contracts for the spring semester. Also, she stated the Public Schools of Robeson County principals and administrators were pleased with the turnout of students and delighted to be able to offer several permanent full-time contracts.

Chairman Cummings asked the Trustees to go into closed session to consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual public officer or employee or prospective public officer or employee; or to hear or investigate a complaint, charge, or grievance by or against an individual public officer or employee which is confidential pursuant to the laws of this State under the N.C. General Statute Section 143-318.11(a)(6).

Upon motion made by Kellie Blue, seconded by Donna Lowry, and carried unanimously, the Board of Trustees approved the motion to go into closed session to consider the qualifications, competence,

performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual public officer or employee or prospective public officer or employee; or to hear or investigate a complaint, charge, or grievance by or against an individual public officer or employee which is confidential pursuant to the laws of this State under the N.C. General Statute Section 143-318.11(a)(6).

CLOSED SESSION

(Minutes of the Closed Session are stated in a separate document.)



Upon motion made by Donna Lowry, seconded by Raymond Pennington, and carried unanimously, the closed session portion of the meeting was adjourned for purpose of returning to open session.

Chairman Cummings announced there was no action taken during closed session.

CHAIRMAN’S REPORT

Chairman Cummings informed the Trustees he and Joshua Malcolm continue to work on the By-Laws for the Board of Trustees.

Also, Chairman Cummings informed the Trustees of the Legislative Luncheon held on our campus on October 28, 2011. Attending were: Senator Harris Blake; Representative Garland Pierce; Senator William Purcell; Representative Charles Graham; Representative G. L. Pridgen; U. S. Senator Michael Walters and U. S. House of Representative Larry Kissell. Chairman Cummings felt we had a good representation and made a lot of positive progress. They toured the campus and Dr. Ben Bahr’s research lab. Chairman Cummings stated he thinks they left with a new impression of UNC Pembroke. He encouraged the Trustees to take any opportunity in talking with people to mention the University and the great things that are going on.

OLD BUSINESS

None

NEW BUSINESS

Trustee Locklear asked about reviewing the policies concerning legal obligations of the University as it relates to inappropriate conduct by University employees. This is in light of recent events at other institutions such as Penn State and Syracuse University. Mr. Joshua Malcolm stated our employees are required by statute to report misconduct by University employees. Larry Jacobs, Internal Auditor, is looking into a more formal way for employees to address such allegations. Also, the UNC System as a whole is looking into ways to prevent such misconduct from happening. Mr. Malcolm assured the Trustees that the University is looking at our policies and is in contact with the UNC System attorneys.

Mr. Kenney informed the Trustees that Mr. Travis Bryant, Associate Vice Chancellor for Campus Safety and Emergency Operations, will be meeting with all athletics staff to make sure everyone understands the Clery Act. He wants to ensure the entire athletics staff is clear on their obligations.

Also, Vice Chancellor Jones informed the Trustees there would be some additional training within the Student Affairs division.

Trustee Williamson asked if there was a faculty code of conduct. Chancellor Carter stated that the University had certain responsibilities to faculty.

ANNOUNCEMENTS

Chairman Cummings reviewed the announcements as printed. Also, he encouraged the Trustees to attend one or both of the commencements as their schedule would allow on Friday, December 9, 2011, and Saturday, December 10, 2011.

Dr. Orr reviewed with the Trustees the new way to access the web site for Trustee materials.

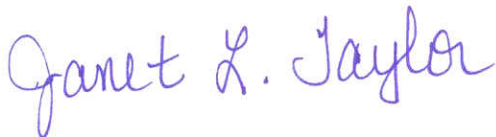
ADJOURNMENT

There being no further business to come before the Board, Chairman Cummings proposed a privileged motion to adjourn and there were no objections at 11:45 AM. Chairman Cummings thanked the Board for their participation

Respectfully submitted,



Joshua D. Malcolm
Assistant Secretary



Janet L. Taylor
Recording Secretary

Attachments:

1. Audit and Ethics Committee
2. Educational Planning and Personnel Committee
3. Finance and Administration Committee
4. Public Affairs and Advancement Committee
5. Student Life and Athletics Committee
6. Agenda, Regular Board Meeting, November 18, 2011
7. Minutes, Board of Trustees' Meeting, September 16, 2011
8. Tuition (Section 1), Student Fees (Section 2) and Miscellaneous Fees (Section 3)
9. Fall 2011 Commencement List (Undergraduate and Graduate)
10. Resolution Leasing University Courtyard Apartments
11. Divisional Reports
12. 2011-2012 Committee Assignments
13. AGB Higher Education Governance Report

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