

**MINUTES OF THE MEETING OF  
THE UNIVERSITY OF NORTH CAROLINA AT PEMBROKE  
BOARD OF TRUSTEES  
Friday, September 16, 2011 at 8:30 AM**

Mr. Neil Hawk, Vice Chancellor for Business Affairs and Mr. W. Steve Martin, Assistant Vice Chancellor for Facilities Management, led the Trustees in a pre-meeting session concerning the Master 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 called the meeting to order at 9:29 AM.

Chairman Cummings reviewed the new two-day format with Trustees.

Chairman Cummings noted Trustees Robert Caton and Gary L. Locklear were administered the Oath of Office, Thursday, September 15, 2011, prior to the Committee meetings.

**PLEDGE OF ALLEGIANCE**

Brian McCormick led the group in the Pledge of Allegiance.

**ROLL CALL**

Roll was called, and the following Trustees were present:

Kellie Hunt Blue  
Robin G. Cummings  
Gary Locklear  
Donna Lowry (entered 9:33 AM)  
Brian McCormick  
Thomas Nance  
Dwight Pearson  
Raymond Pennington  
Lorna Ricotta  
Newy Scruggs  
Paul Willoughby

Absent:

Robert E. Caton (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; Associate Vice Chancellor Robert Orr, Division of Information Technology; Associate Vice President for Advancement Cathy Hanby-Sikora, UNC General Administration; 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.

## 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

## APPROVAL OF MINUTES

Minutes were presented for the following meeting:

- Board of Trustees Retreat Meeting Minutes, August 5, 2011

### **ACTION 2011-34**

Upon motion made by Newy Scruggs, seconded by Donna Lowry, and unanimously carried, the Board of Trustees approved the Retreat Meeting Minutes on August 5, 2011 and that Actions 2001-25, 2001-26, 2011-27, 2011-28, 2011-30, 2011-31, 2011-32, and 2011-33, as listed in the draft August 5<sup>th</sup> meeting minutes under Tab 7, be reapproved as previously recommended, and that my reference to each action item, by numerical reference alone, be reflected in the minutes as the entire text presented for consideration, to the extent necessary as determined by the Assistant Secretary. **(Attachment 1)**

## CHANCELLOR'S REPORT

Chancellor Carter began his report by speaking briefly concerning the decline in enrollment. UNCP's budget for the year is based on projected enrollment, which means we have about a \$2.5 M shortfall. We must look at our fall enrollment and attempt to project our enrollment for the spring. Chancellor Carter assured the group we could handle this budget shortfall because we were very prudent in our planning. Due to the current economy, the university has set aside reserve funds. UNCP plans to offset budget shortfalls by increasing spring enrollment and freezing hiring for vacant positions. A major factor for the decline in enrollment is mainly the economy. More than 500 students were dropped due to their inability to pay. Basically, this is an economic issue. Last spring, state need-based financial aid was decreased by 21%. There was less aid to allocate this year than last year, resulting in a \$1,400 decrease per UNCP student.

A lot of students who did not show up this fall do plan to come back in the spring. Some of our students are working this semester to get money with hopes of returning in the spring. UNC Pembroke implemented some policy improvements. Our previous practice was to guide students toward community college if they were not academically eligible to enroll in UNCP. Then those students were invited to come back when they had successfully completed 6 to 12 credit hours. Now students must successfully

complete 24 credit hours before they are invited back. We estimate this change has impacted about 80 to 100 students.

One area of concern is the denial of financial aid due to academic progress. This happens every semester when students are not doing as well as they should and, as a result, lose their financial aid. The student has the right to appeal this decision. We received more than 500 appeals, and we approved only 138 of those appeals. In previous years we would have approved more than this. In the past if it was the student's first time on the list we would have been more lenient and approved the appeal; this year we were not as lenient. We estimate this change affected about 150 to 200 students. Unfortunately, many of the students who lost their appeal (and, thus, their financial aid) were freshmen, and this will impact our retention rate, which is not a good thing. The good news is we understand what happened and we have a plan in place to correct it. We are going back and contacting all those students who were on the list for the first time to see if they would like to return in the spring with financial aid.

Good news!!! This past year we increased our freshman application pool by about 40%, accepting more than 6,000 applications. We have a freshman class that is smaller than last year's class by about 25 students, but the members of this year's freshman class have higher academic credentials. We raised the bar. Their SAT scores are about 8 points higher; a difference of 6 points is considered significant. Their GPA is about .13 higher than in the past. This bodes well for our future. Students are more academically prepared, and this should translate into better graduation and retention rates.

Athletics: Eight athletic teams went to post-season play; this is the most in school history. Currently, UNC Pembroke is ranked 5<sup>th</sup> in the Peach Belt Conference, which is the best in our history. UNC Pembroke is currently ranked 61<sup>st</sup> out of 300 eligible schools in the race for the Learfield Sports Cup; our previous best rank was somewhere around 140. Our student-athletes received the Presidents' Academic Award from the Peach Belt for best academic performance. This is where our student-athletes are set apart from our general student population, and we look at only athletics and their academic progress. We have a good solid foundation, and our teams are off to a good start.

We have several personnel changes: Debbie Burgess comes to us from Fayetteville State University as Director of Human Resources; Travis Bryant, Associate Vice Chancellor for Campus Safety and Emergency Operations comes to us from Fayetteville State University; Teresa Oxendine, Director of Regional Center, will replace Sylvia Pate who retired; Stephen Hunt, professor in the Mathematics Department will serve as Director of the Center for Academic Excellence; Cammie Hunt, will serve as Associate Vice Chancellor for Engaged Outreach. We have several acting deans: Dr. Mark Canada, Acting Dean, College of Arts and Sciences; Dr. Ramin Maysami, Acting Dean, School of Business; Dr. Steven Bourquin, Acting Dean, Maynor Honors College; Dr. Sara Simmons, Acting Dean, School of Graduate Studies.

Individuals who have left the university: Alison DeCinti left to work with Discovery House; Alisia Oxendine left to become Director of Guest Services at Southeastern Regional Medical Center; Bobby Ayers, our photographer, retired after 25 years of service.

Chancellor Carter advised Trustees to read the handouts provided. He highlighted that he would be serving on the N.C. Campus Compact Board, which promotes student engagement – exactly what our mission is all about. Chancellor Carter stated that he, along with Judge Gary Locklear, will be participating in the Robeson County United Way "Dancing with the Stars" to raise money for United Way.

Chancellor Carter mentioned several outstanding accomplishments. Our Nursing School had a 100% pass rate on the NCLEX test, a program that has only been in existence for 5 years. The magazine *Diverse: Issues in Higher Education* ranked UNCP 8<sup>th</sup> nationally in the number of American Indians who graduate with a four-year degree. There are no other institutions east of the Mississippi that rank in the top 20.

Chancellor Carter reviewed with the Trustees the Collegiate Learning Assessment, which is mandated by General Administration and is administered every 2 to 3 years. The purpose of this assessment is to gain information concerning a student's learning experience. According to the CLA, UNCP does a good job, measuring in the 85<sup>th</sup> percentile, compared to other peer institutions.

Chairman Cummings thanked Chancellor Carter for his excellent report. Chairman Cummings encouraged the university to advertise its achievements through media outlets.

Chairman Cummings opened the floor for discussion. Trustee Willoughby expressed concern over students who have to stop coming to school in order to work due to the economy and how that counts against our retention and graduation rates. This would result in students taking a little bit longer to complete their education. Chancellor Carter explained that, in the past, General Administration has recommended a retention goal of 80% for all UNC Schools. Currently, General Administration is beginning to rethink that criteria and look at other variables. Nationally, institutions like UNCP retain about 70 % of students. General Administration has asked each institution to come up with 15 to 18 institutions that they are similar to. This information has been submitted. If UNCP uses those peer institutions as guides, then we are above the mean. Funding will continue to be tied to performance, but at least we will be compared to institutions like us.

Provost Kitts reported that he attended a Chief Academic Officers meeting where he learned that other institutions are facing the same problems with enrollment. Many institutions reported they had never seen a time in history where the economy affected enrollment as much as now.

Trustee Scruggs spoke concerning the recent success in our Department of Nursing. He said we have to get the information out there that if you come to UNCP and get an education, you will be able to get a job and hopefully have a successful career. Chancellor Carter spoke concerning the hiring of a Director of Communications and Marketing. This individual will be responsible for getting the word out concerning UNCP and should be in place sometime this fall.

Trustee Pearson asked the questions 1) What if this decline in enrollment due to the economy continues beyond this year and 2) Is there a plan to handle this situation? Chancellor Carter stated this is certainly on everyone's mind. We just cannot have a similar dip in enrollment next year. Ms. Jackie Clark and her team are working very hard to secure a freshman class for next year that is equal to or greater than the current freshman class. Also, they are working to increase enrollment among transfer students. We have always been focused on enrollment; however, we are more intensely focused than we have ever been. Chancellor Carter stated that if, despite all these efforts, enrollment continues to decline, we would be required to look into further budget reductions. We do not want to do this. We have adopted a new marketing approach for freshmen. Chancellor Carter explained we have contracted with Royal and Company to do this new marketing approach. This company has done work with institutions within the UNC system along with other public and private institutions.

Trustee Lowry spoke concerning the nursing programs at the community college level. She wanted to know if we are recruiting those students to continue on and get their BSN. Chancellor Carter assured the group we do recruit these students both formally and informally. UNCP has an articulation agreement

with the community colleges within our region to ensure students have a smooth transition from the community college to UNCP.

## COMMITTEE REPORTS

### Audit and Ethics Committee

Ms. Donna Lowry, Chair, Audit and Ethics Committee, reported that the committee reviewed the certification letter and the 2011-2012 Audit Plan and discussed the process to complete an audit. Mr. Larry Jacobs, Internal Auditor, reviewed with the committee the Purchase/Requisition Audit. Mr. Joshua Malcolm, General Counsel and Ethics Liaison, reviewed with the committee UNC Policy 200.1.

### Educational Planning and Personnel Committee

Dr. Dwight Pearson, Chair, Educational Planning and Personnel Committee, stated that Provost Kitts presented information concerning the Patent Policy. The committee concurred with Dr. Kitts that the policy should be forwarded to the full board for consideration.

Trustee Pearson went on to explain that the nursing program should be commended for its 100% pass rate on the nursing licensure exam, considering the program has only been established for 5 years. UNCP is the only school with the UNC system to have 100% pass rate. Dr. Barbara Synowiez, Chair Department of Nursing, provided a brief presentation to the committee. She stated that currently we have 457 pre-nursing majors for the fall semester 2011. After 5 years, UNCP has graduated 146 licensed nurses. Dr. Synowiez stated the number of instructors with terminal degrees has increased over the years. When the program began she was the only instructor with a terminal degree. The nursing program continues to work in collaboration with the community college system. In spring 2012, the Department of Nursing hopes to submit a proposal for a Masters in Nursing program to the Board of Governors for approval. Trustee Lowry expressed how important she felt it was for UNCP to publicize the success of the nursing program. Also, she expressed concerns about asking the board to revisit the possibility of having a Physical Therapy program. Chairman Cummings asked Trustee Pearson to review the possibility of having a Physical Therapy program through the committee and to report back to the board.

Trustee Ricotta wanted to know where the closest undergraduate program in construction management was located. Chancellor Carter responded that East Carolina University offers a Bachelor of Science in Construction Management, and Western Carolina University offers a Bachelor of Science in Construction Management and a Masters of Construction Management. He went on to say that Western Carolina's program is the largest in the state. The UNCP program will focus on sustainability within construction.

Trustee Lowry mentioned she had spoken with Ms. Joann Anderson, President/CEO of Southeastern Regional Medical Center, and they are currently working on securing magnet status. This means the hospital will receive a much higher reimbursement rate as it increases the number of nurses with Bachelor of Science degrees.

Trustee Pearson advised that the committee reviewed the Patent Policy and concurred with the recommendation to submit to the full board for approval. The policy has been reviewed by legal counsel and is patterned after the policy with General Administration.

## ACTION

2011-35

Upon motion made by Dwight Pearson, seconded by Raymond Pennington, and unanimously carried, the Board of Trustees approved the revisions to the Patent Policy.

### Finance and Administration Committee

Mr. Thomas Nance, Chair, Finance and Administration Committee, reported that Mr. Neil Hawk, Vice Chancellor for Business Affairs, reviewed with the committee information concerning new legislative authority regarding funds for capital improvements.

Trustee Nance stated that the committee reviewed campus construction. Also, they discussed in length the relocation of 12 offices and 75 employees on campus. The reason for the relocation is to better serve the students and to improve the services that are vital to student success.

Trustee Brian McCormick gave a presentation on Energy Efficiency Opportunities at UNC Pembroke. In light of the current budget cuts, Trustee McCormick looked at ways we could save the university money by reducing energy costs. This could be obtained by a few simple steps, which might include installing occupancy sensors, personal computer power management, and looking at HVAC settings.

Vice Chancellor Hawk led a discussion on the 2012-13 Tuition and Fee approval process. Trustee Nance said the process has begun and the recommendation is scheduled to be brought to the Board at the next meeting.

Trustee Nance stated the committee discussed fall 2011 enrollment and the impact it had on the budget. He reassured the group we would get through these tough times, but it was going to require us to do more with less.

### Public Affairs and Advancement

Ms. Lorna Ricotta, Chair, Public Affairs and Advancement, reported that there had been some reorganization within the Advancement division. In addition to the search for a Vice Chancellor for Advancement, a search committee was formed to find an executive director of University Communications and Marketing. This person will be responsible for all media inquiries, marketing strategies, and branding of the university. Mr. Greg Carter indicated that the search was in its early stages and was hopeful the committee would be able to present candidates for review soon. Sixty-six applications were received, and the pool has been narrowed down to 10 to 12 applicants. University Communications and Marketing, formerly University and Community Relations, will now become a part of Advancement Services.

Trustee Ricotta stated the committee discussed best practices within Advancement Services. In addition, discussion centered on reducing the number of fundraising events to optimize attendance and reduce overall costs. Ms. Ricotta stated that there was a desire to hold a "Save our Scholarships (SOS) Beach Party" next spring.

Advancement will place special emphasis on prospect management in all categories. Prospects will be assigned to individual staff members, and the moves management process will be instituted. The new Vice Chancellor for Advancement will be assigned to handle the key prospects and bring those to the attention of the Chancellor. Corporate Relations will continue to work with those businesses/corporations

that have had previous relationships with UNC Pembroke along with getting new businesses/corporations to contribute. The main goal will be to increase new prospects across the board.

Trustee Ricotta reported new initiatives within the Advancement Services division. The 125<sup>th</sup> anniversary of UNC Pembroke will kick off in March 2012 and will last for 14 months with a number of landmark events. Co-chairs for the committee are Patricia Fields and Lawrence Locklear. Also, there has been some discussion concerning honorary chairs. Trustee Ricotta stated the committee wanted to ensure proper recognition was given to the university on this historic occasion. The committee discussed the possibility of having a unique commencement speaker to celebrate the 125<sup>th</sup> anniversary.

The university will begin to create a more cohesive brand which is the result of a recommendation from the consulting firm. This committee will be led by the new Director of University Communications and Marketing.

Trustee Ricotta reported that Advancement Services will be partnering with UNC General Administration to restructure the annual fund. This would be a cost-saving effort, with several schools within the UNC system joining together. There would be a direct mail template into which UNC Pembroke could insert mailers unique to us. Also, Advancement will be undertaking efforts to use social networking and texting applications for fundraising purposes.

The committee was asked to identify prospects and to help describe reasons for giving to UNC Pembroke. Also, each Trustee was asked to help build relationships with prospects and to lead by example by giving personally.

Chairman Cummings reviewed with the Trustees the possibility of inviting the President of the United States to be our commencement speaker. We have several connections, and we should use those connections to try to make that happen for UNC Pembroke. One of the keys to our future is philanthropy. Trustee Scruggs expressed concern over getting some top commencement speakers for the next couple of years to mark our 125<sup>th</sup> celebration.

Chairman Cummings went on to explain that special events are very labor intensive. It is better to focus on prospects, but at the same time it is necessary to have these special events. Often the event is more important than the money that is raised because it builds lasting relationships and renews interest in the university.

#### Student Life and Athletics

Mr. Paul Willoughby, Chair, Student Life and Athletics, stated that the committee had two guests: Mr. Travis Bryant, Associate Vice Chancellor for Campus Safety and Emergency Operations, and Mr. William Price, Director of Student Conduct.

Trustee Willoughby reported that Mr. Bryant spoke to the group concerning campus safety issues and emergency operations. UNCP is required to implement these safety actions as mandated by the U. S. Department of Education. We are pleased to report that UNC Pembroke is on schedule. Mr. Bryant reviewed with the committee the Clery Act and the draft of the Annual Security and Fire report.

Trustee Willoughby reported that Mr. Price reviewed with the committee the revised Sexual Assault Policy. Many of these revisions were mandated by the U.S. Department of Education. However, Mr. Price stated that UNC Pembroke had already adopted and implemented many of the changes prior to the new ruling. Also Trustee Willoughby noted some of the revisions were the result of wording and the

rights of individuals. The committee concurs with the recommended changes and submits to the full board for approval.

Trustee Willoughby stated that Dan Kenney, Director of Athletics, spoke concerning licensing of UNCP gear. There has been discussion for the last couple of years of the ways UNC Pembroke could get its brand publicized in different ways in order to create a line of revenue for the university. The process has begun, and we are in the early stages. We should have more information on this project in the near future.

Trustee Willoughby stated that for the last two years the Board of Trustees and the university have discussed conference affiliation. The NCAA has put a freeze on conference movement for right now. We hope this will come to a close this year, but we are not certain this will happen. Other possibilities were discussed. Proximity is very important to everyone. Chancellor Carter discussed some of the accomplishments made in athletics over the last couple of years. However, football is independent, and we would like to combine it with the total athletic program.

Trustee Willoughby stated Dr. Diane Jones, Vice Chancellor for Student Affairs, spoke concerning the tuition and fee process. She said the guidelines for this year's process are not due out until late October. We must generate revenue for the university to run, but cannot hurt the instruction given to students.

#### **ACTION**

#### **2011-36**

Upon motion made by Paul Willoughby, seconded by Donna Lowry, and unanimously carried, the Board of Trustees approved the revisions to the Sexual Assault Policy

#### **DIVISIONAL REPORTS**

Chairman Cummings asked Trustees if they had any questions/concerns regarding Divisional Reports.

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 Lorna Ricotta, seconded by Raymond Pennington, 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 Raymond Pennington, seconded by Lorna Ricotta, 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.

**ACTION**

**2011-37**

Upon motion made by Dwight Pearson, seconded by Brian McCormick, and unanimously carried, the Board of Trustees approved as authorized by *The Code* through this Board’s delegated authority, a motion that Ms. Wendy Lowery Jones be appointed as Vice Chancellor for Advancement at a salary and under the terms and conditions as determined by Chancellor Kyle R. Carter.

**ANNUAL NOTICE REQUIREMENTS**

Mr. Joshua Malcolm, General Counsel, reviewed the items that require annual notification. Mr. Travis Bryant and his staff are working to submit the Clery Report, which is required with the federal fiscal year and details all the events on campus. Prior to the last couple of years, the Chancellor was required to notify General Administration, but now the submission of the electronic copy of the Clery Act meets that requirement.

Mr. Malcolm reviewed with the Trustees the annual requirement of reviewing Dual Membership and Conflicts of Interest, UNC Policy 200.1, amended 09.18.09. The Trustees, Vice Chancellors and Chancellor are covered by the State Ethics Act. UNC Policy 200.1 was adopted by the UNC Board of Governors prior to the State Ethics Act. They have been trying to mitigate conflicts of interest. Mr. Malcolm explained that 200.1 lay on top of the State Ethics Act. Any contract of \$10,000 or more for you or any individuals in your household must be reviewed. UNC Policy 200.1 goes on to explain how we deal with this conflict or appearance of conflict. The Audit committee will monitor this and deal with issues as they arise.

**CHAIRMAN’S REPORT**

Chairman Cummings wanted to use this time to discuss items not previously covered. Chairman Cummings reviewed with the Trustees the Statement of Understanding. He spoke with the Trustees concerning their position on the Board and their responsibilities.

**OLD BUSINESS**

Chairman Cummings recognized Trustee Blue. The revisions to the bylaws are the items that were approved at the August meeting, which consist of changing the meeting format to a two-day format, outlining who has the authority to develop the agenda, and the meeting times.

**ACTION  
2011-38**

Upon motion made by Kellie Blue, seconded by Raymond Pennington, and unanimously carried, the Board of Trustees approved the revisions to the bylaws, as presented to the Board in the red-line version of the documents.

Chairman Cummings stated that the Bylaws need to be reviewed and updated. Chairman Cummings asked the Executive Committee to be an ad hoc committee that will work on the bylaws.

Chairman Cummings asked the Board to accept the committee charges that are discussed in each committee, including the Nomination and Executive Committee. These committee charges will become part of the bylaws.

**ACTION  
2011-39**

Upon motion made by Gary Locklear, seconded by Brian McCormick, and unanimously carried, the Board of Trustees approved the committee charges as presented and they will become part of the bylaws.

**NEW BUSINESS**

Chairman Cummings reviewed with the Trustees the 2011-2012 Board of Trustees' calendar of events. This will enable Trustees to incorporate these dates on their calendars and hopefully will minimize conflicts.

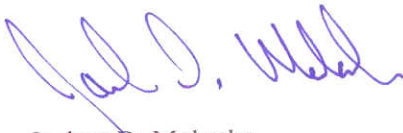
**ANNOUNCEMENT**

Chairman Cummings reviewed the announcements as printed.

**ADJOURNMENT**

Upon motion made by Trustee Raymond Pennington, seconded by Trustee Thomas Nance and unanimously carried, the meeting was adjourned at 11:50 AM.

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, September 16, 2011
7. Minutes, Board of Trustees' Retreat Meeting, August 5, 2011
8. Committee Charges
9. Divisional Reports
10. 2011-2012 Committee Assignments
11. Board of Trustees Bylaws