

North Carolina Agricultural and Technical State University  
Greensboro, NC

**APRIL 28, 2017**

**BOARD OF TRUSTEES MEETING**

**OPEN SESSION MINUTES**

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The Board of Trustees convened for its Third Regular Meeting for 2016 – 2017 on **Friday, APRIL 28, 2017** at 2:01 p.m., in the Alumni-Foundation Event Center.

- Chairman Bertram Walls called the meeting to order at 2:01 pm. He thanked everyone for their hard work and commitment, and praised their dedication and participation in the last meeting. Praised the university for the Chancellor's Speaker Series and a tremendous presentation from Mr. Daymond John, and indicated that the students should be applauded for their presentations and preparation.
- In accordance with Chapter II, Section 204 of the Code of the UNC Board of Governors, Chairman Walls called for the presentation of the Ethics and Conflicts of Interest Statement via an audio recording.
- Next, roll call was taken by the recording secretary:

**Members Present:**

- Mr. John W. Bluford, III
- Mr. Toby Brodie
- Mr. William A. Dudley
- Mr. Emerson U. Fullwood
- Mr. Jordan Greene
- Ms. Venessa C. Harrison
- Ms. Donna A. James
- Mr. Timothy King
- Mr. Tim Rice
- Dr. Bertram E. Walls
- Mrs. Faye Tate Williams

**Members Absent:**

- Ms. Janice Bryant Howroyd
- Ms. Laura Meagher

**THE MINUTES**

- Chairman Bertram Walls entertained a motion for the approval of the minutes for the First Regular Meeting held on February 17, 2017. A motion was made by Chairman Bertram Walls to approve the minutes, and seconded by Trustee William Dudley. The motion was carried unanimously.
- Chairman Bertram Walls then invited Chancellor Martin to the podium to provide his report.

## **REPORT OF THE CHANCELLOR**

- Chancellor Martin thanked the campus for the Chancellor's Speaker Series initiative, and its impact on the campus community and particularly our students.
- Chancellor Martin reminded the board that during the last trustee meeting, they were reminded of the discussions that were taking place regarding the framing of the strategic plan.
- Chancellor Martin mentioned UNC President Margaret Spellings is working with the Chancellors and universities to determine how we move forward with the implementation of the UNC Strategic Plan. There are continued conversations with institutions and legislation to determine the areas of accountability for the plan and its implications.
- President Spellings and her team has provided a system of metrics by which all institutions will be evaluated, and the performance of all universities will be measured against those metrics. The agreement that will be signed locks the university into a 5-year period in which the institution will be responsible for reaching. Feels confident about our team and the ability of the institution to uphold those expectations.
- Introduced Dr. Muthka Jost as the individual who will help to lead the charge to ensure we are able to properly extract and evaluate the necessary data that keeps us aligned with those metrics.
- The UNC GA strategic plan focuses on five areas: access, student success, affordability and efficiency, economic impact and community engagement, and excellent and diverse institutions.
- The plan will require each university to identify 5 of 9 metrics to define how the institution will be evaluated and its performance defined.
- UNC GA has defined these metrics, and have created a data set for each university. Our team has also prepared our data set to see how we measure against the metrics of the plan.
- Every university will define areas of distinction where they believe they have their greatest strengths and greatest opportunities for growth. For example, as a land-grant institution, our area of distinction may be framed in the area of STEM.
- Trustee King asked if the third point regarding the 5 of 9 metrics was negotiable, to which the Chancellor indicated that those items would be up for conversation.
- The nine metrics of the plan are: rural enrollment, low income enrollment, rural completion, low income completion, five-year graduation rates, degree efficiency, degree efficiency and achievement gaps, critical workforces, and research productivity. The UNC system is particularly interested in improving access to education from low income families.

- Every university will have enrollment and degree efficiency data for every ethnic group on your campus. Trustee Dudley asked if the data was specific to a major or interdisciplinary, to which Chancellor Martin indicated would be interdisciplinary. Trustee James asked if the minority identifiers would be specific to each campus, to which Chancellor Martin indicated they would.
- Trustee Harrison asked if the poverty level was defined by the USDA, or how it would be defined. Dr. Jost indicated that tier I and tier II were identified according to the county, based on how economically distressed they are, as defined by the Department of Commerce.
- Chancellor Martin indicated that according to the Department of Commerce, STEM and healthcare majors represent a growing demand that is presently in the marketplace.
- We continue to create best-in-class programs not only in Engineering and Business, but in the Health Sciences where there are an abundance of career opportunities for our students.
- Chancellor Martin explained the goals of the pillars of the plan, as well as identified the metrics by which these goals would be measured. He indicated that the nine metrics are distributed across each of the five pillars.
- Trustee King asked a question regarding access, indicating that Duke recently decided to give a certain percentage of its endowment to low income students – how do we compete with that? Chancellor Martin indicated that this is done by increasing the availability of financial aid. Three years ago, the Board of Governors began a series of conversations regarding issues with using large percentages of their funding to support students. He indicated that we must continue to make the case with legislature to continue to support state-based financial aid. Trustee King indicated that it is becoming obvious that the inputs in which we are given are clearly not matching the outputs that are so often being expected.
- UNC GA will come to campus on May 8 to vet and settle upon draft data for the university. This vetting process will ultimately result in a process that creates a priority and improvement list that will be signed by both himself and President Spellings.
- Chancellor Martin indicated that he did not want any surprises for the board, but wanted everyone to be aware of what is taking place.
- Trustee James indicated that as we think about Preeminence 2020, that we should give serious consideration to how the plan aligns with our strategic plan (Preeminence 2020) so there is no loss of progress and so that we continue to align with the future. Chancellor Martin indicated that we have already had this discussion and that we feel very pleased about our alignment with the plan. Additionally, the UNC system has reviewed our plan and has been pleased with our plan from the beginning. We have set very aggressive goals and we want to remain aligned with those goals, not ahead of the system, but in line with what the system requires.
- We have hired a Director of External Affairs who is very experienced in framing the necessary relationships to ensure that our plan and metrics align with both the system and the legislation.

- Trustee Bluford indicated an intrigue with how the plan impacts funding for us. Chancellor Martin indicated that the plan focuses on low income and rural students, indicating that the goals are not tied to African Americans for us, but that we have a strategy for those races on campus that are considered our minority.
- Trustee Brody asked if we've been graded against other institutions in these areas. Chancellor Martin indicated that we have not been graded, but that we have set targets to measure our performance against the others.
- Chairman Walls thanked him for a very robust and comprehensive review.
- At the conclusion of Chancellor Martin's presentation, Chairman Walls then asked for each committee to report from their committee meeting.

### **COMMITTEE REPORTS**

#### **ENDOWMENT COMMITTEE**

- Trustee Emerson Fullwood indicated that the committee had a very, very full and robust meeting.
  - Through February 28 of this year, the endowment was over 51 million.
  - The university value was at approximately \$48 million, which represented an increase of about 3 million dollars.
  - The UNC investment fund had a return of about 8 percent.
  - Vanguard had a 10 percent return.
  - Recently began an investment for our students, which currently stands at about 56K.
  - In recent engagement with the students, they inquired about where we are investing our portfolio, to which we invited a representative from Vanguard who discussed investment stewardship.

#### **UNIVERSITY AFFAIRS COMMITTEE**

- Trustee Donna James provided the report, and reminded everyone of the areas of the university that are included with this committee.
  - Indicated a very good report from Erin Hill Hart, including a new showcase of incoming students with improving participants. Admits are up 13 percent. Students will hear from several campus representatives about policy changes. Three planning phases have been introduced, including a new registration process that was implemented in the spring that allows registration according to classification tier, a registration process that is monitored daily. We reminded of registration deadlines, including advising, health registration, and bill due dates, with messages being appropriately displayed across the campus.
  - Dr. Sanjiv Sarin provided data regarding national statistics on online enrollment. A&T grew from 607 in 2015 to 716 in 2016. Over the last 5 years, the number of improved programs has nearly doubled from 5 to 9. Indicated that if online students are having issues, that support services offices have been reminded of the importance of servicing those students according to their online status.
  - Dr. Barry indicated that the university received more than 55 million in research contracts and grants, with 2 new patents, and revenue expected to exceed 100 million this year.

- They then went into closed session.
- Trustee Jordan Greene, 2016-17 Student Government Association president, provided updates regarding student involvement on campus:
  - Indicated that the students are winding down and preparing for exams.
  - He introduced the newly elected SGA students.
    - Cheyanne Clayton
    - David Kimbrough
    - Courtina Mosby
    - Mariah Abraham
    - Andrea I
    - Aniyah Bradsher
    - Quishaun Jenkins
  - Jordan discussed his journey and how he ended up attending A&T. He felt that the institution always gave him an opportunity to do amazing things, and thanked the board for the opportunity.
- Chairman Walls appreciated that testimonial and wished Jordan well.

#### **ADVANCEMENT AND EXTERNAL AFFAIRS**

- Trustee Tim King indicated provided the report. He indicated that he was pleased that we had a quorum today, and has encouraged the board to continue participating.
  - Alumni gifts grew by 17 percent and corporate giving grew by 51 percent, due to a generous gift to COACH by Merck.
  - The university is celebrating an achievement of 43 million in the capital campaign, growth from 207 to 293 in endowments, and growth from 16 to 20 endowed chairs
  - Hosted inaugural Charles H. Moore event that recognized individuals that have included the institution in its estate planning.
  - Senior breakfast, “I love my 1891” event, and other exciting events that are continuing to energize giving.
  - Ray Trapp provided a legislative report and ensured us that we have solid relationships with legislation and elected officials, and that we are on the right path as we align our plans
  - Todd Simmons indicated that we have over 90,000 followers on FB, Instagram, and Twitter, indicating that AggiesDo! has been successful in branding the institution in an impactful way. We continue to grow our student base through marketing, and metrics have been identified to ensure continued growth.

#### **GOVERNANCE**

- Trustee William Dudley provided the report. He indicated that they had a very lifting meeting which included a number of issues that were brought to our attention. Two matters that were placed before us previously, and are now in position for a vote.
  - One of them included a change in the bylaws for the Board of Trustees, input regarding chancellor selection, and tort liability as board members.
  - Trustee William Dudley sought a motion to approve change in bylaws, which was seconded by Trustee Venessa Harrison. There was no discussion, and the resolution was unanimously approved by the Board of Trustees.
  - Trustee William Dudley sought a motion to approve a document that identified the necessary skills needed to be a member of the Board of Trustees, which was seconded by

Trustee Faye Tate Williams. There was no discussion, and the document was unanimously approved by the Board of Trustees.

- The committee discussed board orientation, attempting to make some suggestions of what should be considered during that orientation process. Consideration was given to ensure that the orientation provided sufficient information relating to Preeminence 2020 plans, our history, and our plans for the future.
- Ray Trapp provided information regarding pending legislation that could impact both the institution and how the institution is governed.
- Trustee William Dudley thanked the committee for a very good meeting, and thanked the Chairman Walls for his leadership.

## **BUSINESS AFFAIRS**

- Trustee Tim Rice provided the report and indicated that it was a very robust meeting.
  - Tom Jackson provided an update regarding the enhancement of classroom space and technology infrastructure. 19 completed banner projects have been completed to date, and they continue to work on the viability of that software.
  - Chartarra Joyner provided a brief budget presentation, with estimated amounts being on track. Counting on at least a 2 million increase of our budget due to higher research designation, support that we did not seek, but that we look forward to receiving due to our designation.
  - Chief Wilson provided safety updates, including rape aggression program, Clery report, and future safety initiatives.
  - Trustee Tim Rice sought a motion to approve resolution to approve the design and development of a food complex on our campus, which was seconded by Trustee Venessa Harrison. There was no discussion, and the resolution was unanimously approved by the Board of Trustees.
  - Members of the committee participated in a field trip to the student center, which is 57% complete at this time. The beauty of the facility and the amazing progress that is taking place during the construction process was highlighted. Each architect praised each other during the construction process, all praising every partner involved and reflecting tremendous teamwork for completion by the Fall of 2018.

## **RISK MANAGEMENT**

- Trustee William Dudley provided the report in the absence of Laura Meagher. All of the members of the committee were present.
  - Reports were provided indicating that some audits are presently ongoing, but not complete at this time.
  - A temporary person has been hired to help with the load of the Audit office.
  - Trustee William Dudley indicated that it was a very good, productive meeting.

## **EXECUTIVE COMMITTEE**

- Trustee William Dudley provided the report in the absence of Trustee Laura Meagher. All of the members of the committee were present.
  - Chancellor Martin provided a report on his visit to the White House, and his representation of the university during this visit.

- Discussed the review of senior administrators, ensuring they were equipped with the necessary tools to be successful and lead the institution forward.

### **REMARKS FROM THE CHAIR**

- Chairman Walls stated that it has been a pleasure to be a part of this board for the last eight years, stating extreme pleasure with the accomplishments of the board.
- Pleased with their achievements, including the creation of a strategic plan, the construction of new infrastructure, a solid athletic department with a high level of integrity, and amazing results for the university. Offered kudos to Chancellor Martin and his team regarding the high level of accountability provided by his team, the organization, and thoroughness of their work.
- Chairman Walls asked the board members whose terms were ending to provide comments regarding their experience while serving:
  - Trustee Faye Tate Williams indicated that she has enjoyed her time on the board and that she loves the university. It changed her life, she's very passionate about A&T, and truly knows that her life would be different had it not been for this institution. Recalled Chancellor Martin's initial mantra and question of "do we want to compete," and as a result, we are where we are today because of his desire to lead us forward.
  - Trustee Emerson Fullwood indicated that it has been a very high honor to serve with this board and for this institution. As a board member, he's been taught and enriched so much by everyone in the room and the institution. Wanted to thank everyone for being a part of a very iconic institution, the largest HBCU that was 10 to 15 years ago "that school," but now an institution that is now a national success.
- Chairman Walls asked Chancellor Martin to join him, as he read resolutions of all of the members whose terms ended on the board: Trustee Emerson Fullwood, Trustee Janice Bryant Howroyd, Trustee Faye Tate Williams, Trustee Bertram Walls, and Jordan Greene – SGA President.
- Chancellor Martin personally thanked every board member for their dedication to both the board and the university, and expressed appreciation for the board's work.
- Chairman Walls reminded the board of the documents included in their packets, including Commencement information, expense reporting. He then asked if any other board members had comments.
- Chancellor Martin introduced Ray Trapp as the new hire for the Director of External of Affairs, and how pleased he is with Ray's maturity, experience, and the enthusiasm that he brings to the role and our university.

### **CLOSED SESSION**

- The language for a motion to go into closed session was offered by attorney Charles Waldrup, pursuant to NCGS 143-318.11(a)(1) [NCGS 116-40.7(c)], and NCGS 143-318.11(a)(2), and (6).
  - A motion to go into closed session based on that language and the statutory provisions was made by Chairman Bertram Walls and seconded by Trustee Venessa Harrison. The motion was approved unanimously.

### **OPEN SESSION**

- The Board returned to open session.

- Trustee Williams inquired of changes pertaining to graduation and requested clarity regarding the new commencement program and the board's obligation to attend each ceremony. Chief of Staff Nicole Pride answered those questions and provided details concerning ceremony start times and other logistics. Chancellor Martin thanked everyone for their hard work and expressed appreciation for their efforts as a Board.
  
- Chairman Walls entertained a motion to adjourn the meeting, which was moved by Trustee William Dudley, seconded by Trustee Emerson Fullwood, and unanimously approved. The meeting was adjourned at 4:50 p.m.

Respectfully submitted,

Zeb Talley, III  
Recording Secretary