MINUTES
The University of North Carolina at Greensboro
Board of Trustees
Educational Quality and Fiscal Affairs Committee
December 5, 2013

MEMBERS PRESENT:
Crystal Bayne, Charles Blackmon, Frances Bullock, Linda Carlisle, Vanessa Carroll, Nathan Duggins, Lee McAllister, Ward Russell, Susan Safran, and David Sprinkle

OTHERS PRESENT:
Peter Alexander, Nikki Baker, Mac Banks, Alan Boyette, Linda Brady, Bonita Brown, Kelly Burke, Mike Byers, Cherry Callahan, Nancy Callanan, Sarah Carrigan, Imogene Cathey, Jim Clotfelter, David Demo, Jim Eddy, Kathy Fair, Celia Hooper, Steve Honeycutt, Spoma Jovanovic, Lise Keller, Barbara Levin, Steve Moore, David Perrin, Nell Pynes, Kim Record, Cindy Reed, Robin Remsburg, Steve Rhew, Steve Roberson, Scott Ross, David Schaefer, Debbie Schalloch, Jim Settle, Terri Shelton, Mike Tarrant, Reade Taylor, Bryan Terry, Deborah Tollefson, Denise Tucker, Bill Wiener, Kathleen Williams, Karen Wixson, and Jan Zink

PROCEEDINGS: Sprinkle welcomed members/guests. Greetings were exchanged and agenda items were addressed.

The Educational Quality and Fiscal Affairs Committee Minutes of August 28, 2013 were unanimously approved.

Sprinkle reiterated that the purpose of consolidating the Academic Student and Business Affairs Committees into the newly created Educational Quality and Fiscal Affairs Committee (EQFAC) is to allow the board to have comprehensive discussions about topics that would educate members on strategic university matters. The goal of the EQFAC is to have two or three strategic discussions each meeting about topics either recommended by board members or by the faculty or administration. The committee will follow a similar framework as the August 2013 Trustees’ retreat. Action items approved by the combined committees will be approved by the full board on the second day. At a subsequent meeting, the board will discuss whether to continue with the new format or return to the old structure. If the decision is to make this a permanent structure, the by-laws will be modified to accommodate the change. (“The Code, Board of Trustees of The University of North Carolina at Greensboro
http://policy.uncg.edu/code/

Strategic Discussions

Current and Projected Enrollment
Provost Perrin shared details of the Enrollment Management Plan and provided the status of enrollment by student segment, including freshmen, transfers, all undergraduate and all graduate students. Specific characteristics of the student population were also presented, such as residency status, ethnic diversity, and instructional format (regular term vs distance learners). Planned actions and those already underway to restore enrollment were described. He introduced select university colleagues (Alan Boyette, Vice Provost; Lise Keller, Director of
Undergraduate Admissions; Deborah Tollefson, Director of Financial Aid; Sarah Carrigan, Director of Institutional Research; Steve Roberson, Dean of Undergraduate Studies; Bill Wiener, Dean of the Graduate School; Jim Eddy, Dean of the Division of Continual Learning; and Nell Pynes, Associate Provost for International Programs) who responded to questions. He summarized the outcomes of the university’s work with an enrollment consulting firm (SEM Works), and noted that one of the consultant’s recommendations was the re-establishment of the position of Associate Provost for Enrollment Management. A national search was conducted and a new Associate Provost (Bryan Terry) was hired, effective Jan. 1, 2014. Provost Perrin introduced Dr. Terry, who was in attendance, and commented that Dr. Terry has been engaged via teleconference in the enrollment planning process. Provost Perrin stated the work with strategic enrollment management required an enrollment audit that focused on our undergraduate, graduate, distance, and international student enrollments while establishing realistic targets at the overall institutional and academic unit levels. This work engaged administrators and faculty. Provost Perrin acknowledged the important contributions of Stuart Marcovitch (Faculty Senate Enrollment Management Committee representative), Jewell Cooper (Faculty Senate Liaison to the Enrollment Management Committee), and Greg Bell (Chair of the Faculty Studies Committee). Upon completion of that work and working with groups across campus, the creation of a specific plan was formed to address enrollment challenges. Student academic quality and ethnic diversity will continue to be strengthened. For Fall 2013, 10 of 16 UNC campuses reported enrollment declines including UNCG. Six of 18 UNCG national peers have also experienced declines in enrollment. Provost Perrin explained related data, initiatives for success, and key elements of the plan. He announced that Greensboro will be among the first 20 cities in America to partner with the Lumina Foundation in an effort designed to increase the number of local residents with postsecondary credentials. This collaborative effort will establish a community-wide attainment goal for the Triad and support Guilford County partners in achieving that goal. Discussion followed.

Tuition and General Fees for 2014-15 Academic Year

The Tuition Committee Co-chair, Vice Provost Boyette and Student Fee Committee Co-chair, Alexis Hopper (Student Government Association Vice President), explained how the two committees worked together and made recommendations to Chancellor Brady for consideration by the Board of Trustees. Boyette and Hopper explained the composition of the committees, guiding principles, summarized data, proposed use of funds via a Power Point Presentation, and answered questions.

Proposed Requests for Differential Tuition Increases for 2014-15: Deans Celia Hooper (Health and Human Sciences) and Robin Remsburg (Nursing) presented requests for differential tuition increases. Proposals were offered in support of the following graduate programs:

- Master of Arts in Communication Sciences and Disorders
- Master of Science in Genetic Counseling
- Master of Science in Athletic Training
- Doctor of Nursing Practice

Proposed Requests for Special Fees for 2014-15: Deans Mac Banks (Business and Economics), Karen Wixson (Education), Celia Hooper (Health and Human Sciences), Peter Alexander (Music, Theatre and Dance), and Robin Remsburg (Nursing) presented fee requests. Each unit determines the need for their program. Various student groups were consulted and supported the recommendations.
Status Update on Previous Strategic Discussion on Intercollegiate Athletics at UNCG

Kim Record briefly explained progress on this topic from the last (August 28, 2013) Trustees meeting. She followed up on a previous recommendation to hire a consultant to provide an assessment of our current program and strategies moving forward. After reflecting on that meeting and also on conversations with Chancellor Brady and others, it was decided that more internal work needs to be done. Therefore, the athletics staff has spent this semester working with Business Affairs on creating a financial model to address future needs. The current model is deemed unsustainable, as the Intercollegiate Athletics Program cannot continue to rely on student fees. Next semester Record will initiate the development of a plan and process particularly focusing on facilities, deferred maintenance costs, as well as long-term needs. Over the last few months, she has talked with numerous colleagues on other campuses about challenges and opportunities with programs similar to ours. Record also talked with two consultants, who might be considered for our assessment in 2014. Both highlighted numerous factors that will most likely influence whatever strategies we adopt. Examples that are similar to our situation are Butler University and Gonzaga University. Butler has had success institutionally using athletics to address their enrollment challenges. Gonzaga University was having similar enrollment issues and was able to generate athletic revenues that helped their enrollment. These are two different examples on how athletics can help an institution of higher education. Record will acquire benchmarking information as we try to make decisions. She mentioned there is a significant meeting at the next NCAA Convention where governance and issues related to Division I may have an impact on our future direction. As we determine the path for athletics in the strategic plan, it will be important to integrate efforts in concert with the University plan.

The meeting was adjourned at 3:50 p.m.

Respectfully submitted,

Theresa Riocci, Executive Assistant to the Provost