MINUTES

The University of North Carolina at Greensboro
Board of Trustees
Educational Quality and Fiscal Affairs Committee
May 6, 2015

MEMBERS PRESENT:
Charles Blackmon    Frances Bullock    Linda Carlisle
Vanessa Carroll    Brad Hayes    Randall Kaplan
Lee McAllister    Ward Russell    Susan Safran
David Sprinkle

MEMBERS NOT PRESENT: Nathan Duggins, Joseph Graham and Harriet Smalls

OTHERS PRESENT: Acting Chancellor & Provost Dana Dunn, Vice Chancellor for Business Affairs Charlie Maimone, Vice Chancellor for Student Affairs Cherry Callahan, Vice Chancellor and Chief of Staff Bonita Brown, members of faculty and staff, and members of the public.

PROCEEDINGS:

Chair Susan Safran called the meeting to order at 1:02 pm and welcomed members and guests.

Chair Safran reminded members about Conflict of Interest Statements from State Government Ethics Act and their duty to avoid COI and appearances of COI, if any should be identified. None were identified.

The roll call was read by Brown and quorum was confirmed.

Sprinkle moved and Hayes seconded that the Educational Quality and Fiscal Affairs Committee Minutes of February 18, 2015 be approved. They were approved unanimously with no additions or corrections.

Dean Priddy, new Trustee joining July 1, was introduced. He received his BS and MBA from UNCG.

Strategic Discussion

Dunn reviewed the work of the Aycock Ad-Hoc Committee, as contained in the meeting materials, and made suggestions for options to consider for going forward. She reported the following:

- Many universities in the south are faced with the same challenges we face. Many have chosen to remove names, while others have chosen to create teachable moments.
Others are still deliberating. Our stakeholders are rather split on the issue of the name, but have strong support for an educational strategy.

- UNCG’s naming policy was recently revised and approved and has a clause that permits building name changes if the honoree’s reputation changes in a dishonorable way.
- UNCG must be careful about setting a precedent for changing the names of buildings named for other individuals. If change is considered, we must clearly articulate the circumstances giving rise to the need so that clear guidelines are in place to aid in establishing when a name change is justified.
- Acting Chancellor Dunn stated that we are in a period of transition at the University. We will be welcoming as many as four new Board of Trustees members at September 11 meeting.
- The process for selecting the new chancellor is under way and on track. Once that person is selected and the new Trustees are in place, they will need time to review and digest the information you received regarding this matter.

Acting Chancellor Dunn also advised that with many faculty and students away from campus, summer presents the ideal time for the Board to review and digest this report, as well as the website that includes numerous articles, and other documents.

The Board might consider, when we reconvene in the fall, developing a plan to charge the University with moving forward and may appoint a BOT subcommittee to work on that charge.

The Ad-Hoc Committee will be available during the summer for any Board requests. At the September Board meeting the Board may be at a point to formalize a decision for moving forward on the educational strategy and delay a decision on the name for further input from the new chancellor and trustees.

The Board agreed that a subcommittee of the BOT should begin work this summer. Bullock, Kaplan, Hayes and Sprinkle volunteered for the subcommittee and Safran confirmed that once the new board members are installed, the subcommittee may begin to determine what the Board should do regarding a name change. The Provost may be tasked with developing an educational strategy.

1. **Business Affairs Report (Maimone)**

   Maimone discussed items reporting progress of construction, renovation activities and the budget. The University has had impressive success in establishing a solid enrollment and budget picture for this year and a promising outlook for next year.

   The Board was shown details on successful refinancing initiative saving the University more than $700,000 in interest payments and a list of constructions projects due to begin this summer.
Maimone presented information and background, as contained in the meeting materials, for the Reimbursement Resolution that will be presented for approval at the May 7, 2015 meeting.

2. **Provost’s Report (Dunn): Provost Dunn reported the following items:**

- Personnel transitions in Academic Affairs:
  - Lloyd International Honors College Interim Dean, Dr. Omar Ali, Professor of African-American and Diaspora Studies has been appointed
  - College of Arts & Sciences Dean, Dr. Tim Johnston, stepping down at the end of next year, will be launching national search early in fall semester
  - SOE Dean Karen Wixson, will return to faculty next academic year in Educational Testing Service. After a thorough consultation with SOE faculty and staff, Dr. Randy Penfield will serve a one year term as interim while conducting the search during the next academic year
- BOG new degree approval for Bachelor’s Degree in Arts Administration. SMTD is working to launch this fall with over 25 students who have signed up already
- Major policy revisions completed or underway: Conflict of Interest Policy, External Professional Activities for Pay Policy, Post Tenure Review Policy, Faculty Annual Review Policy, and Sexual Misconduct Policy
- Data quality and data availability enhancements are underway to enable more informed decisions regarding resource allocation.
- Curriculum process revisions
- Strategic planning initiatives underway include the development of a new university values framework and an environmental scan/SWOT analysis.
- New initiatives:
  - SON exploring new program for a possible partnership with a corporate entity. The program would result in significant on-line enrollment growth
  - Provost Dunn also discussed International recruitment capacity building and the advising improvement initiative
- She noted that the incoming class is 8% larger than last year; new student housing 408 ahead of last year and that retention numbers and graduate admission are up.

3. **Fraternity and Sorority Life at UNCG, Student Affairs (Callahan)**

The Vice Chancellor for Student Affairs Cherry Callahan proactively undertook a significant initiative to identify and address a very important issue surrounding Fraternity and Sorority Life. Fraternities were in the national headlines more this year than in 30 years prior. Thirty national fraternities have been shut down and more are underway.

There are examples here in NC (ECU, Elon, NC State, WCU) and at UNCG. There are 554 UNCG Greeks and, if you include Greek academic honorary societies, the numbers are even larger. There are 80% more students in the Greek system than 10 years ago. There is also hazing in some of the Greek honorary organizations. The current active chapters on campus have 4 councils that govern them: College Panhellenic Council, National Pan-Hellenic...
Council, Interfraternity Council and Multicultural Alliance Council. UNCG has discontinued some chapters and some have left for various reasons.

Callahan reported that a 2014 Gallup-Purdue University study found that Greeks are more likely to thrive in all elements of their well being in their post-graduate years (purpose, social, financial, community, physical), they are more engaged in their workplaces and they support their institutions financially after graduation.

In February 2015, a Fraternity and Sorority Life Review Task Force of 30 members, consisting of alumni, faculty, staff, current students, Greeks themselves and community members, was appointed to help shape the future of fraternity and sorority life at UNCG. Greek life at UNCG is relatively new and is quite different from other universities. It is just under 30 years old at UNCG. A lot has changed over these years including more regulations from national offices, more liability concerns, and more compliance issues for universities with impact on fraternity and sorority life.

Callahan has met with members of the leadership of the governing councils and UNCG’s Greeks and they are on board. Topics to be reviewed by task force subcommittees are: governance and leadership, recruitment and education, housing, academic concerns, sexual misconduct, University support, configuration, community relations, substance abuse, hazing and academic honoraries.

The task force first met in March. Outcomes of the task force recommendations are due November 1st. Consideration and discussion of recommendations will occur in Spring 2016 under the leadership of Vice Chancellor Callahan and her staff and the new officers of fraternities and sororities (turnover in December). Final program adjustments will be made for Fall 2016. The task force wants a system of excellence, one that exemplifies the best practices across the country, and a system that other campuses will want to emulate.

The Board discussed the presentation and received information regarding fraternity and sorority life at UNCG, noting that freshmen are allowed to pledge, unless the national organization prohibits freshman. The number of Greeks at other universities, where 40-50% are members of a Greek organization, is higher than at UNCG.

To address the issue of hazing, as a part of recruitment members have to participate in risk management seminars. There are also training sessions on how to prevent sexual assault as a part of the Fraternal Leadership Institute held each February.

4. **Affirmative Action Program Update and Promotion and Tenure Decisions by Race and Gender (Dunn)**

Dunn summarized the changes in legislations governing UNCG’s employment of members of protected groups and of 5-year patterns of the representation of minorities on faculty, and reviewed the UNCG data, as contained in the meeting materials.
Over the last 5 years the percentage of full-time minority faculty across all ranks has increased slightly from 17% in 2011 to 19% in 2015. Examination of patterns by rank shows that for tenure stream faculty the minority percent increases as you descend the faculty ranks (e.g., fewer full professors (13%), somewhat more tenured assistants and associates (20%), still more on the tenure track but not yet tenured (30%). It is important to ask whether the larger numbers of minorities at the lower ranks represents improved hiring patterns or whether the lower numbers in the higher ranks suggests the failure to retain minority faculty and promote them through faculty ranks. Data suggest, actually, that both factors may be at work. We have somewhat improved minority candidates in our recruitment pools, but there is also some evidence of high drop-out rates of minority faculty.

- Progress has been made in increasing the representation of minority faculty over the last 5 years.
- There have been significant increases in the representation of Asians. Patterns are mixed for other groups. UNCG does not have a single faculty member who is Native American.
- Female faculty has increased from 50% to 54%. This is consistent with patterns nationwide. Do note that the higher you go in faculty rank, the smaller percent women, due partly to increases in numbers of women faculty hired in lower ranks more recently and higher retention for males (62% of tenure earning professors but only 35% of full professors).
- Data given to BOT members shows tenure awards and denials by race and gender over the past 10 years.

This data is important because it speaks to the issue of whether the lower representation of women and minorities in the tenured ranks may be partially a function of disproportionate losses along the way—the failure to achieve tenure or promotion.

Over the 10 year period shown in the meeting materials, only 2.8% of the tenure and promotion decisions were negative, due to fact that those who are not judged to be meeting standards are selected out in a rigorous annual review process. However, looking closely at the negative decisions, you find that women, blacks and Asians are somewhat over-represented: 7 of the 10 negative decisions were women, 3 were African American and 2 were Asian. This finding will prompt further review and discussion of faculty mentoring and evaluation practices to ensure adequate support is given to all faculty and that hidden or implicit bias is not affecting decisions.

The Board commented that this is the first time in more years than the chart shows where there has been a substantial (25%) change in percentage of minority faculty. Dunn confirmed that certain fields have higher representation of minorities and STEM fields, in particular, are underrepresented. Higher areas of representation would be the social sciences and ethnic studies fields. Ethnicity is self-identified and minorities are defined as African American, Hispanic, Asian, and other. There is not a breakdown for international. At UNCG there are on-going discussions about requirements for tenure: teaching, research, service activity and community engaged scholarship.
Movement from associate to full professor requires the individual to self-identify that they want to put themselves through the process. There is a multi-level process from the department, department chair, college or school level, university level and a specially constituted committee through the Faculty Senate, Provost and then the Chancellor.

Dunn concluded her report by saying that a highly diverse campus is a rich campus as the diversity mirrors our society. We have responsibility to ensure that we have diverse faculty to serve as role models for our diverse students. Work is underway on search committee training which will be a requirement next year for all search committee members.

As there was no further discussion, Kaplan made a motion to adjourn; Hayes seconded and all approved.

The meeting was adjourned at 2:15 p.m.

Respectfully submitted,
Karen W. Andersen