

NORTH CAROLINA CENTRAL UNIVERSITY
DURHAM, NORTH CAROLINA
BOARD OF TRUSTEES RETREAT
SEPTEMBER 23, 2019

The NCCU Board of Trustees held a Retreat on Monday, September 23, 2019, 8:00 a.m., at the William and Ida Friday Center, 100 Friday Center Drive, Chapel Hill, NC

Chairman Holloway recognized the three (3) new Board of Trustees members, namely: Attorney Roderick Allison, Mayor William Bell and Mr. Keith Chadwell.

Chairman Holloway next recognized Chancellor Akinleye who presented the State of the University.

Chancellor Akinleye extended a special welcome to the three (3) new members, Former Mayor Bill Bell, Mr. Keith Chadwell and Attorney Roderick Allison. Chancellor was hopeful that his presentation would provide them with an overview of what we've accomplished over the last two academic years, what our priorities are over the next three to five years and how we will go about executing and delivering our results.

Before the Chancellor began, since 2017, we have rewritten our history, redefined and expanded our brand and met or exceeded several of our measurable metrics.

He presented a short video that provided just a few highlights of the 2017-2018 and 2018-2019 academic years. The video also gives a small glimpse into the impact we have, both individually and collectively, on the students who matriculate through our institution.

As you can see, we were busy carrying out the important work that propels North Carolina Central University forward. We are offering more and more opportunities to our scholars, including those that deliver both internship and graduate and professional school experiences, while also investing in essential infrastructure that will bring new, state-of-the-art living and learning facilities, add a contemporary flavor to the academic experience, and produce a high-touch business learning environment for students pursuing degrees that range from economics and finance

to marketing. Additionally, it should not go unnoticed that our Division I, championship winning athletics program continues to lead the MEAC conference both on fields of play and in the classroom.

Let's begin with 2017-2018. This is the year "The Eagle Promise" was unveiled and institutionalized into the culture of North Carolina Central University. Achievement of these four bold priorities is the Promise we make to our students as they matriculate and, ultimately, graduate from NCCU. We ensure our students are Market Ready and they are on track to graduate in four years with a Time to Degree Completion plan. We also guarantee that our Eagles Become Socially and Globally Engaged throughout their time at NCCU and lastly, they gain Proven Leadership skills.

As we look at the Chancellor's Priorities and Strategies for 2017-2018, he wanted to expand a bit on each of the six areas. The goals were to:

1. Strengthen NCCU's brand reputation for student success and offer multiple access points for students entering higher education.
2. Expand NCCU's portfolio of academic offerings and research initiatives, and provide new opportunities for global immersion.
3. Expand partnerships with other higher education institutions, K-12 systems, private industry and nonprofits to support and employ students.
4. Develop innovative strategies for working with Durham County, the City of Durham and Research Triangle to develop economic opportunities and spur revitalization in areas surrounding the campus.
5. Reinforce and invest in improved security measures to enhance campus safety and well-being.
6. Improved infrastructure to better serve the NCCU community as it grows and thrives.

Under each priority, we established specific action items and gave individual divisions and departments responsibility for execution. Each of the 39 action items was then evaluated to be "complete," "in progress," or "not complete." Of the 39, Chancellor was pleased to report that more than 35 are completed.

Chancellor briefly highlight just one accomplishment for each of the six strategies.

Let's begin with our **FIRST PRIORITY**: In the 2017-2018 year, we exceeded both of our goals, generating 18 new endowments last year totaling \$1.05 million dollars and increasing corporate support through new gifts totaling \$2.05 million dollars.

PRIORITY 2

Next, we challenged the NCCU community to expand academic offerings and research initiatives and provide new opportunities for global immersion. Of significant note has been growth in sponsored research and grants. At the end of the fiscal year, we generated \$26.8 million.

Efforts to develop new and cutting-edge academic degrees that address critical workforce needs resulted in four new programs that we are currently offering or will soon offer: A Bachelor of Science in Biomedical Science, Master of Science in Higher Education, Bachelor of Science in Educational Studies and Master of Science in Translational Sociology.

PRIORITY 3

The goal of forming new partnerships led to an initiative with Halifax County Schools through our School of Education. With Halifax County, we are developing a cross-disciplinary approach to health care outreach in Halifax County through BBRI. Additionally, NCCU renewed its partnership with the California Community College system in a program that offers streamlined transfers to HBCUs for California community college students.

PRIORITY 4

We continue moving forward on new innovative strategies to work with Durham County, the City of Durham and throughout the Research Triangle to create economic opportunities and revitalization surrounding NCCU.

As you well know, our institution plays an important role in the Triangle's higher education landscape, in part by helping students increase their employability and earnings potential, as well as through innovative research and entrepreneurship activities.

PRIORITY 5

In 2017, we promised to deliver on improved security measures to enhance campus safety and well-being. ITS and Campus Police executed a comprehensive campus security project that constitutes a \$3-million-dollar investment in safety and security, including approximately 300 access-controlled doors, 1,000 surveillance cameras inside buildings and across the grounds, as well as an integrated security

system that brings various technologies together on a single platform. Additionally, a swipe access system was implemented in residence halls.

PRIORITY 6

Finally, our work to improve and build infrastructure to better serve the NCCU community continues to show great results.

Two major capital projects began during the 2017-2018 academic year to attract more 21st century scholars to our thriving university: a new Student Center and a new School of Business. We received an additional \$8.6 million dollars through capital appropriations from the North Carolina State Legislature to support the construction of a new School of Business. Both projects are scheduled for completion in 2021.

UNC SYSTEM METRICS

As we continue to track our progress on metrics set out by the University of North Carolina System's Higher Expectations Strategic Plan, we ended the first year one of the five-year plan, noting outstanding progress and accomplishments in all our priority areas. We saw increased enrollment and graduation rates for low-income students; increased enrollment and graduation rates for students from North Carolina's rural counties; increases in five-year graduation rates; a higher undergraduate degree efficiency rate; reductions in achievement gaps in undergraduate degree efficiency; a sharper focus on critical workforce needs; and an increase in productive research investments.

In the first year of results, NCCU was one of only two institutions among all 17 UNC System institutions to meet EVERY ONE of its priority metrics.

2018-2019 UNC PERFORMANCE METRICS

On the screen, you will find the 2018-2019 Performance Metrics. Of note, you will see three key metrics in yellow:

- NCCU has increased its graduation rate by nearly 13% since the baseline year;
- NCCU has reached its goal for Low-Income Enrollments;
- NCCU has consistently exceeded its goals for Research.

2018-2019 PRIORITIES

For the 2018-2019 year, there 20 priorities and strategies that our divisions and departments were tasked with carrying out and completing. These priorities ranged from updating our reporting and catalog systems, to capital projects planning, leadership development, and many more. Chancellor was pleased to report that we have completed all the priorities and nine remain ongoing through the coming academic year.

While he did not highlight all of them in this presentation, he did want to show the priorities and their respective results.

SPONSORED RESEARCH

For the Office of Sponsored Research, our faculty researchers concluded the academic year with more than \$33.1 million dollars in grants and other outside funding sources for research—the second-highest funding total in university history.

ADMINISTRATION AND FINANCE

As was noted in the video, the University of North Carolina System's Board of Governors last October approved a Millennial Campus Designation for NCCU. We are actively working on our five capital projects and work is progressing on schedule for each one. We are also nearing the completion and review of a newly updated Master Plan.

ALL OFFICES

The university completed our decennial SACSCOC visit in March. We will receive our official confirmation at their December meeting.

ACADEMIC AFFAIRS

Faculty development and leadership training were identified as two key priorities within Academic Affairs. The Office of Faculty Professional Development developed, hosted and completed numerous trainings and workshops in the fall and spring. Training sessions have also been offered to deans and department chairs and will be available again this academic year.

OFFICE OF THE CHANCELLOR

In June, the Chancellor held a meeting for a new advocacy group for our institution—the Chancellor's Board of Visitors. These individuals have a range of

expertise and have a wealth of influence that will be value in positioning NCCU to new audiences and opening new doors of opportunity for our students. They are eager to lend their voices and resources to bringing new relationships to our university.

STUDENT AFFAIRS/CAMPUS POLICE

While the \$3-plus million-dollar campus security initiative was showcased in the video, several additional measures were implemented by the Division of Student Affairs and Campus Police to improve the overall safety and well-being of our campus. These include a Campus Safety Walk and Residence Hall Safety Enhancements.

As we move forward, Chancellor wanted to mention that as part of our UNC System metrics, we noted that we would increase our five-year graduation rate by 9.2 percent. This represents the largest institutional commitment by any System institution; he was pleased to report that we are well on our way to meeting that goal.

PRIORITIES FOR THE NEXT 3-5 YEARS: HOW DO WE GET THERE?

Over the next three to five years, we have more work to do to ensure we stay focused on fulfilling our No. 1 priority of student success. There are five key areas, along with specific strategies that we will use to continue on our upward trajectory.

RECRUITMENT/ENROLLMENT

There are several target groups and programs and resources that we have incorporated into our strategy in order to recruit, enroll and retain the best and brightest students. The target groups we have identified are:

- First-generation college students
- Transfer students
- Pell Grant recipients
- First-time, full-time students
- Male students
- Underrepresented minority students
- Low academic ability
- Pathway Home Students
- Fully Online Degrees

- Hispanic Students
- Retention & Graduation

Some of the programs and resources we are currently employing include:

- Early Alert Systems
- Intrusive Advising
- Degree Planning Tools
- Financial Aid Literacy
- First-Year Success Courses
- Learning Communities
- Tutoring and Supplemental Instruction

There are a number of data points and statistics I will highlight as I talk about the changing student demographic. This information was provided by the UNC System.

First, more jobs will require advanced education, specifically a Bachelor's degree or higher, in North Carolina.

Next, there is a plateau and then decline in the number of 18-24 years olds nationwide. There will also be a plateau and then decline in the number of high school graduates by 2031.

Regionally, the southern portion of the United States is anticipated to have slow growth and then a decline. These changes specifically impact North Carolina, as state-wide, the rate of growth of 18 to 24 year olds over the past 10 years is only slightly higher than the predicted rate over the next 10 years.

Next, you will see how in-state enrollment is currently coming from counties where the percentage of 18-24 year-olds is expected to decline. Thus, our ability to successfully recruit and enroll more out-of-state students is becoming a key part of our overall enrollment strategy.

We've known for several years now that the number of 18-24 year-old African-Americans and Caucasians will continue to drop, while the largest growing minority population is LatinX. We have hired a new Latino Admissions Counselor who is working with our Enrollment Management team to ensure this prospective student demographic is reached.

As the average age of our student increases, NCCU Online will continue to become more vital in delivering our curriculum and instruction to non-traditional students who lead busy lives and juggle multiple responsibility, from family to work obligations.

We are also closely monitoring enrollment in our graduate programs, as we have seen successful gains in recruiting students to our graduate and professional degree offerings over the past two academic years.

FUNDRAISING

In the area of raising critical funds for NCCU, we are increasing our fundraising efforts in a number of areas. Our specific asks are for:

- Need-based scholarships
- Academic resources, replacing equipment and classroom instruction repairs, faculty resources
- Increasing NCCU's endowment from \$54 Million to \$60 Million
- Repair and renovation needs

INNOVATION / RESEARCH

There are five primary ways in which we are focused on innovation and research:

- Moving NCCU from a Master's to high intensive research Carnegie Classified university
- Increasing doctoral program offerings
- Continuing to expand of academic portfolio of degrees (such as Clinical Research, Cybersecurity, Forensic Science)
- Making strategic investments to improve research facilities
- Establishing a Center for Entrepreneurship and Economic Development

INFRASTRUCTURE EXPANSION

As we continue to expand our campus footprint, our public-private, P3, partnership is building three new residence halls. A new Student Center and new School of Business are also under construction. In the coming years, we plan to:

- Expand our athletics complex

- Build a Convocation Center
- Construct additional classroom buildings

STRENGTHENING EXTERNAL PARTNERSHIPS AND STRONG BRAND EXPOSURE

Partnerships with businesses, community leaders and corporations remain one of our top strategies. Additionally, we are looking to reintroduce or introduce the university to new and expanded audiences. To do this, we are:

- Engaging a marketing firm for the university
- Continuing to create and expand new partnerships with area business and community leaders.

FALL 2023 ENROLLMENT HIGHLIGHTS

Last month, we welcomed 1,534 first-year students to our sloping hills and verdant green. Additionally, we now have more than 1,460 students enrolled in our School of Graduate Studies and 364 Law students. We exceeded enrollment in several of the university's growth areas. While many of our new Eagles had options, they intentionally selected NCCU, and it is our job to ensure they are successful.

STRATEGIC PLAN: CHARTING A NEW LANDSCAPE FOR STUDENT-CENTERED SUCCESS

As we determine who we will be in the next five years, we have a document that will guide us. In February, this body approved "Charting a New Landscape for Student-Centered Success," North Carolina Central University's transformational 2019-2024 Strategic Plan. This plan details our four goals, which are:

- Student Success and Access;
- Innovation Research and Access;
- Collaboration and Partnerships; and
- Institutional Sustainability.

Chancellor is certain that together with you, we will fulfill The Eagle Promise as we focus on recruitment and enrollment, fundraising, innovation and research, infrastructure expansion and strengthening our external partnerships and elevating the university's brand.

Next, Chairman Holloway recognized Mr. Calvin Riley, President, Nehemiah Co. His presentation was entitled “Board of Trustees Development Session.” Highlights of his presentation included:

Objectives:

- Establish baseline standards to enhance effectiveness;
- Understand how to utilize strengths, capabilities and opportunities to advance the University; and
- Clarify areas of responsibilities and compare with best practices utilized by effective governing Boards.

Board Development:

- Higher Education Board Culture
- Leadership Practices
- Committee Performance
- Institutional Planning
- Organizational Visioning
- Fundraising Practices

Following the Nehemiah presentation Chairman Holloway recognized General Counsel Hope Murphy Tyehimba. Her presentation was entitled “Governing Documents, Key Policies and Laws.” Highlights of her presentation included the following:

- Organizational Structure of North Carolina Central University
- Sources of Authority for the Board of trustees
- NCCU Board of Trustees Bylaws – Key Provisions
- Role of the NCCU Board of trustees vs. the Role of the Chancellor
- State Ethics training
- Other Statutes Governing Trusteeship
- NC Public Records Law
- NC Open Meetings Law
- Resources

Trustee Michael Johnson led a discussion regarding High Performance Boards. Highlights of this discussion included:

- Baseline accountabilities and duties
- Rationale for High-performance Board at NCCU

- Characteristics of High-performance board members
- Exploiting collective wisdom through positive board dynamics
- Focusing on strategic and critical work
- Continuous improvement and board assessments

Following this presentation there a question and answer session was held:

- What are the obstacles to fully embracing a commitment to becoming a high-performance board?
- Can these obstacles be addressed?
- Can we commit to becoming a high-performance board?

Following the above presentations and prior to the wrap up by Chairman Holloway a Video presentation entitled “Marketing NCCU” was shown.

There being no further business, the retreat was adjourned.

Respectfully submitted:

Dottie Irving Fuller
Recorder

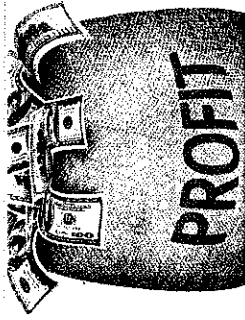
North Carolina Central University

Board of Trustees Development Session
September 23, 2019

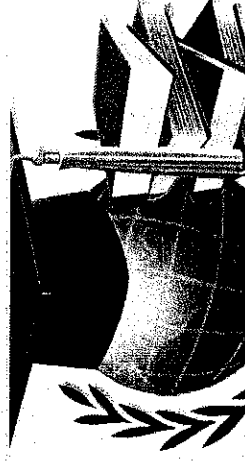
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Overview



1. Business oversight
2. Maximized profits
3. Shareholders



Commonality

- Accountability
- Compliance
- Integrity

1. Use of resources
2. Serve the mission
3. Sustainability

Interface with Leadership to maximize results

Board Development

- Higher Education Board Culture
 - Productive working environment
 - Informed decision making
 - Representative for the institution
 - Engagement and thoughtful exchange
- Leadership Practices
 - Clearly defined and documented expectations
 - Adherence to legal and ethical standards
 - Board composition
 - Effective performance assessment processes
 - Capacity building

Board Development

- **Committee Performance**
 - Members engage in efforts that produce informed recommendations
 - Members actively participate and complete tasks
 - Decision making is aptly delegated
- **Institutional Planning**
 - Knowledgeable about critical factors and trends affecting sustainability
 - Engagement in the development of high level planning and assistance in the implementation process

Board Development

- **Organizational Visioning**
 - Engages senior leadership to develop a statement of vision and mission
 - Informed voice and agent of the university
- **Fundraising Practices**
 - Members share responsibilities in fundraising
 - Ensure financial solvency of the university
 - Regularly identifies key stakeholders and constituents