MEETING OF THE BOARD OF GOVERNORS
Committee on Historically Minority-Serving Institutions

January 20, 2021 at 3:15 p.m.
Via Videoconference and UNC-TV Live Stream
University of North Carolina System Office
Center for School Leadership Development, Board Room
Chapel Hill, North Carolina

AGENDA

A-1. Approval of the Minutes of November 18, 2020.................................................... Reginald Holley

A-2. Activities and Reports ................................................................................................. Timothy Minor
   a. Update on HMSI/NC Policy Collaboratory COVID-19 Partnership ...................... Jeff Warren
      Kuldeep Rawat – Elizabeth City State University
      Afua Arhin – Fayetteville State University
      Deepak Kumar – North Carolina Central University
      Timothy Linker – North Carolina A&T State University
      William J. Puentes – University of North Carolina at Pembroke
      Erin Lynch – Winston-Salem State University

   b. Update on the UNC Executive Leadership Institute ................................................. Lynn Duffy

A-3. Discussion

A-4. Adjourn
1. Call to Order and Approval of OPEN Session Minutes (Item A-1)

The chair called the meeting to order at 10:00 a.m., on Wednesday, November 18, 2020, and called for a motion to approve the open session minutes of September 16, 2020.

**MOTION:** Resolved, that the Committee on Historically Minority-Serving Institutions approve the open session minutes of September 16, 2020, as distributed.

**Motion:** Reginald Holley  
**Motion carried**

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2. Activities and Reports (Item A-2)

Chair Holley thanked former Chair Allison for his tireless work and tremendous efforts to establish the committee. Chair Holley praised former Chair Allison for his very successful achievements and significant accomplishments over the past two years. Chair Holley also thanked all six of our HMSI chancellors for their hospitality, time, and commitment, as well as for their open dialogue during his recent visits with them. Chair Holley expressed his honor to serve in support of each of the chancellors’ mission.
Chair Holley then called upon Timothy Minor to review activities and reports of the Committee on Historically Minority-Serving Institutions. Mr. Minor provided updates regarding the historically minority-serving institutions since its September meeting. He briefly detailed the committee’s charge during the preceding months.

Chair Holley called upon Samantha Hargrove to provide an update on HMSI’s upcoming marketing plan and goals for the spring 2021 semester. In July 2020, Ms. Hargrove reported, a grant proposal to fund a 2021 HMSI Marketing Plan was submitted to the Z. Smith Reynolds Foundation. The marketing project is a collaboration between UNC-TV, the UNC System, and the six HMSI institutions. The project includes a televised program produced by UNC-TV. The televised package will feature a collection of unique and impactful stories from each of the institutions. It also will cover stories about COVID-19 testing and community-based outreach conducted during the fall 2020 semester. The project includes an integrated marketing and communications plan. The proposed budget request is $225,000. The committee will receive award notification during the week of November 23. President Peter Hans has provided a letter of support for the grant proposal. If the grant is awarded, the committee will proceed with the marketing plan for spring 2021. The marketing plan includes a plan to air the televised program in April and May 2021.

The chancellors also agreed that this great effort needs to be continued so HMSIs can continue to be a long-standing program. The HMSI staff will continue seeking other funding opportunities in support of this effort.

The chair called upon Mr. Minor to introduce Blake Maclver to provide an update on data modernization for University Advancement. Mr. Maclver reported on progress toward shared services and a systemwide data mart. University Advancement has contracted with a fundraising consulting firm, GG+A, to prioritize needs. GG+A will develop the project scope, issue a request for information (RFI) fit-gap analysis, and develop a request for proposal (RFP) from vendors.

Mr. Maclver then introduced Creighton Lang, senior vice president of GG+A. Mr. Maclver asked Mr. Lang to provide a status update on the data mart project. Mr. Lang explained the project goals and objectives and provided a status update. To date, GG+A has assessed the vice chancellors’ visions and priorities. Functional subject matter expert workshops have also been completed. Vice chancellors have set specific, phase-one priorities for the data mart. Important points include those on annual giving, gift processing, stewardship and donor relations, and operational reporting. Work continues towards identifying and vetting implementation partners for the RFI stage of the process. The project remains on target for completion in December or January.

Mr. Minor recognized the support of UNC’s former Interim President Bill Roper. He also recognized continued support from current President Peter Hans. Mr. Minor’s goal is to continue building out from the same model for future expansion of shared services. Mr. Holmes suggested this specific initiative be included as a new budgeting line item in future meetings between finance and academic affairs.

3. Discussion (Item A-3)

Chair Holley opened the floor to the committee for discussion on the activities and reports mentioned.
4. **Adjournment (Item A-4)**

There being no further business, the meeting adjourned at 10:51 a.m.

______________________________
James L. Holmes, Jr., Secretary
AGENDA ITEM

A-2. Activities and Reports................................................................. Timothy A. Minor

Situation: The committee will provide updates regarding the Historically Minority-Serving Institutions.

Background: The Committee on Historically Minority-Serving Institutions is charged to present at least one work report per year. Subject areas covered by the committee, and by the report, include:

- Update on HMSI/NC Policy Collaboratory COVID-19 Partnership
  On June 10, 2020, the chair of the HMSI Committee announced a partnership between the NC Policy Collaboratory, the six HMSI universities, and UNC Asheville. Each HMSI institution was awarded $1 million to initiate COVID-19 research projects. The universities are providing state lawmakers and policymakers data and information to help guide the state’s response. The committee will hear from Dr. Jeff Warren, executive director of the NC Policy Collaboratory, and the principle leads from each HMSI for an update on their research projects and initiatives.

- Update of the Executive Leadership Institute
  The committee will hear an update from Lynn Duffy, senior associate vice president for leadership and talent development about the inaugural cohort of the UNC System Executive Leadership Institute (ELI) program. A select group of 24 participants to the first cohort were introduced in June 2020. The program was designed to build the next generation of top leadership from within the UNC System. The 10-month program provides an overall view of the UNC System and leadership opportunities. As a part of the UNC Board of Governors’ commitment to diversity, the Committee on Historically Minority-Serving Institutions (HMSI) worked closely with the ELI leadership team. Their goal is to ensure that at least one-third of participants would be selected from the System’s six HMSIs.

Assessment: These discussions will guide the future work of the committee.

Action: This item is for information only.
The Collaboratory’s COVID-19 Research Partnerships with UNC System Historically Minority-Serving Institutions

Jeffrey Warren, PhD
Executive Director

32 projects funded by $6M to our six HMSI partners

UNC Board of Governors
HMSI Committee
January 20, 2021

“Collaborations such as this will be vitally important in our continuing fight against the coronavirus.”

UNC BOG Chair Randy Ramsey
What We Do & Who We Are

A Research Model Unique to the Nation

A Comprehensive Approach to Problem Solving in the COVID-Era

“In short, the NC Policy Collaboratory exemplifies some of the many ways North Carolinians benefit from the research capacity derived when our universities operate as a System.”

Collaboratory COVID-19 Research Portfolio

Operation Deep Freeze

UNC System expanding COVID-19 vaccine storage capacity at all 15 research institutions

“UNC System campuses that serve rural areas and underserved populations will receive additional mobile freezer units, including the state’s six Historically Minority-Serving Institutions.”
Collaboratory COVID-19 Research Portfolio

**Operation Deep Freeze**

61 new ultracold freezers (-80 C / -112 F) across all 15 UNC System research campuses

Increases cold-storage capacity by 1.86 million 2-ml vials to directly assist local health officials with SARS-CoV-2 vaccine rollout

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Thank you to our friends at Stirling Ultracold and VWR Scientific for expediting shipment to prioritize our HMSI campuses!
Collaborative COVID-19 Research Portfolio

HMSI Leadership Team

Kuldeep Rawat, PhD
Dean, School of Science, Aviation, Health, and Technology
Thorpe Endowed Professor

Afua Arhin, PhD
Interim Dean and Professor
College of Health, Science, and Technology

Timothy Linker, CFQM, CRA, CPRA
Asst Vice Chancellor for Research Administration
Division of Research and Economic Development

Deepak Kumar, PhD
Director, Julius L. Chambers Biomedical / Biotechnology Research Institute

William Puentes, PhD, RN, FAAN
Brenda B. Brooks Endowed Professor
College of Health Sciences

Erin Lynch, EdD, CRA
Assoc Provost of Scholarship, Research and Innovation

ECSU
ELIZABETH CITY STATE UNIVERSITY
FOUNDED 1891

Kuldeep Rawat, PhD
Dean, School of Science, Aviation, Health, and Technology
Thorpe Endowed Professor
ECSU COVID-19 Mitigation Project

Building Regional Infrastructure for Mitigating the Impact of COVID-19 within Racial/Ethnic Minority, Socially Vulnerable, and Rural Communities

Kuldeep Rawat, Ph.D.
Dean, School of Science, Aviation, Health and Technology

January 20, 2021 – BOG HMSI Committee Meeting

ECSU COVID-19 Mitigation Project Goals

• To enhance capacity and infrastructure to support response, recovery, and resilience for racial and ethnic minority, rural and socially vulnerable populations in northeastern North Carolina (NENC)

• To decrease disparities in COVID-19 testing rates among racial and ethnic minority populations in highly impacted geographic areas

• To improve the reach of COVID-19-related public health messaging to underserved communities
COVID-19 Testing Laboratory

• Established ECSU as the regional site for COVID-19 testing.

• ECSU established a state-of-the-art COVID-19 testing laboratory equipped with Real-Time Reverse Transcriptase Polymerase Chain Reaction (RT-PCR) machines.

• The equipment was used for conducting Viral Test which diagnoses current infection from SARS-CoV-2 by detecting viral genetic material. An RT-PCR test is considered by CDC to be the gold standard for SARS-CoV-2 detection.

• All lab testing procedures were run by a team of three (3) Biology graduate students.

COVID-19 Testing

• **Number of Counties Served = 21 contiguous counties of Northeastern North Carolina.**

• This region (indicated by a dark outline on the map) is by far one of the most economically disadvantaged, underserved, and rural communities in the state and nation

• This region of the state is known geographically as the state’s Coastal Plain region with Elizabeth City, the home of ECSU, as the nerve center of the COVID-19 Mitigation project.
**ECSU COVID-19 Mitigation Project**

- **Counties Served**: Beaufort, Bertie, Camden, Chowan, Currituck, Dare, Edgecombe, Franklin, Gates, Halifax, Hertford, Hyde, Martin, Nash, Northampton, Pasquotank, Perquimans, Tyrrell, Vance, Warren, Washington

  Partnership: ECSU partnered with Albemarle Regional Health Services (ARHS), local county health departments, city/town administration, local churches, and schools in hosting these events.

- **ECSU hosted 26 COVID-19 testing events spread across the 21-county region** from October 15, 2020 to December 23, 2020.

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**ECSU Team in Action**

**Chowan County Drive-Up Testing Clinic**

*FREE & NO INSURANCE REQUIRED*

**Thursday, November 19, 2020**

9AM - 12PM

at the Chowan County Health Department, 202 West High St, Edenton, NC

To schedule an appointment complete the "Community" Form

https://docs.google.com/forms/d/e/1FAIpQLSe31JvLzXN0KvQK3y9zWVf4fD6v5XUOq7t suddenz8N1DRmZfsQ/viewform

Operations Center: 252-235-3942, support@hmsi.edu

Project funded by the North Carolina Policy Collaborative Grant

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January 20, 2021 BOG HMSI Committee Meeting
596 Residents Were Tested

Percentage of Residents Tested By Ethnicity

- 59.00% Black or African American
- 2.16% Hispanic/Latino
- 0.34% Native American/Alaskan Native
- 33.22% White
- 5.52% Prefer not to say/Unknown

Percentage of Residents Tested By Gender

- 57.05% Female
- 39.26% Male
- 3.19% Prefer not to say

January 20, 2021 | BOG HSMI Committee Meeting
ECSU COVID-19 Mitigation Project

Awareness Campaign

- ECSU helped protect the community and slow the spread of COVID-19 by hosting testing events across 21 counties in northeastern NC.
- Laboratory testing was complimented through distribution of
  - PPEs
  - Material/literature to promote safe behaviors and healthy environments

ECSU COVID-19 Mitigation Project

Ongoing Efforts...

ECSU Signs COVID-19 Vaccine Mutual Use Agreement with Sentara Albemarle Medical Center, Albemarle Regional Health Services

ECSU Receives Grant to Support Research into Mutation of COVID-19 Virus
Thank you for your Support!

- The UNC BOG – HMSI Committee
- The UNC System Office
- ECSU Leadership – Chancellor Dixon and Provost Ward
- The NC Policy Collaboratory – Dr. Jeff Warren

ELIZABETH CITY STATE UNIVERSITY
COVID-19 MITIGATION PROJECT
CARES ACT FUNDING
Role of Fayetteville State University
Afua O. Arhin, PhD
Interim Dean, CHST

Cares Act Funding Activities
Multi-prong interdisciplinary faculty/student Approach

- Examining the correlation between socio-demographic variables and health promotion behaviors on the detection of SARS COV-2 in our population (Nursing)
- Social Vulnerability Index Research. (Psychology)
- Developing the capacity of serological testing. (Biology)
- Retinal Net Prototype Pilot. (Multi-disciplinary)
Preliminary Findings and Results – Viral Testing

Between July and September 2,392 Viral Covid Testing were conducted in the communities of Cumberland and Harnett Counties
- 165 of those tests were SARS COV2 RNA positive, an overall positivity rate of 6.9%
- Data was collected on a number of variables including gender, age, race, employment, household status, education, self reported health behaviors.
- Data was analyzed and the variables that were statistically significant to Covid status were gender and ethnicity.
- Males in our population were twice as likely to test positive for SARS COV2 RNA than females who tested positive for SARS COV2 RNA and African Americans were most likely to test positive.

Social Vulnerability Index Research

The goal of the study was to provide both individual and socio-cultural perspectives of the challenges emerging as a result of the impact of COVID-19 pandemic and provide recommendations.
- Main finding of this study was that participants experienced moderate symptoms of nervous/tense, worry, and stress were observed; mild to moderate symptoms of irritability; and mild symptoms of sad/down, feeling scared/afraid, and not being sure what to do as a result of the pandemic.

Developing the Capacity of Serological Testing

The Biology faculty modified the current curriculum of the capstone course for seniors to include: training on commercial ELISA kits using mock/artificial human serum/plasma samples and enhancing student’s competence on performing the needed assays.

Design of a Biosafety Level 2 (BSL2) University laboratory with the Capabilities of Serology/PCR, Research, & Teaching
In collaboration with Fortem Genus, a local biomedical company, FSU explored possible systems to detect COVID-19 through both retinal and iris eye imaging.

We know that COVID-19 does have an effect on the eye; however, the specific COVID-19 signature/pattern in the eye is not yet known to the medical profession. Therefore, we relied on Deep Learning Convoluted Neural Network to recognize and detect the pattern in the eye images created by COVID.

Based upon the eye images collected in this pilot study, the Convoluted Neural Network has proven itself capable of learning to detect the pattern of COVID-19 in the human eye.

Replication and further study is warranted.
ADVANCED CENTER FOR COVID RELATED DISPARITIES (ACCORD)

Deepak Kumar, Ph.D
Julius L. Chambers Biomedical Biotechnology Research Institute, (JLC-BBRI)
NORTH CAROLINA CENTRAL UNIVERSITY

Aim 1: COVID testing and understand the impact of COVID19 on underserved - 9 counties

Aim 2: Understand and develop culturally appropriate messaging

Aim 3: Twelve pilot projects by NCCU faculty members (Capacity Building)

Deliverables:
- Increased testing
- Impact and barriers to testing and immunization
- Understand messaging barriers
- Building capacity
WHERE WE ARE:

Preliminary findings:
• Trust Issues with Testing and Vaccine
• Not Informed about Contact Tracing
• Job losses
• Misinformation

>3500 tests
>1500 surveys

What are we studying:
• Personal Impact of COVID-19
• Attitudes Toward Testing
• Vaccine Trust Issues
• Willingness to Participate in Contact Tracing

Preliminary findings:
• Trust Issues with Testing and Vaccine
• Not Informed about Contact Tracing
• Job losses
• Misinformation
Survey Response Rate

- Over 1500 surveys completed
- Survey response rate as high as 95%

**New Hanover**

- 10/20/20: 82 (Tests), 68 (Surveys)
- 10/24/20: 70 (Tests), 21 (Surveys)

**Vance**

- 9/13/20: 56 (Tests), 54 (Surveys)
- 10/5/20: 95 (Tests), 49 (Surveys)

DIGITAL DIVIDE: Technology access in underserved communities of NC

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**Vaccine Hesitancy**

![Bar Chart: Vaccine Hesitancy](chart1.png)

**Vaccine Hesitancy Reasons**

![Bar Chart: Vaccine Hesitancy Reasons](chart2.png)
NC A&T COVID-19 NC COLLABORATORY RESULTS

Tim Linker
Assistant Vice Chancellor for Research Administration
Presented to the UNC Board of Governors, HMSI Committee
January 20, 2021

Seven Research Projects
NC A&T - Delivering Results

• Project 1
  > Lead PI. Stephanie Tiexera-Poit:
  > Project Title. Predictors of and Strategies to Mitigate COVID-19 Cases and Death Among Older Adults in Nursing Homes and Residential Care Facilities

• Project 2
  > Lead PI. Raymond Tesiero
  > Project Title. Affordable IR Fever Detection Systems for K-12 and Higher Education Facilities
Seven Research Projects

NCA&T - Delivering Results

• Project 3
  > Lead PI. Radiah Minor
  > Project Title. Food Animal SARS-CoV2 Testing

• Project 4
  > Lead PI. Liefang Zhang
  > Project Title. Portable Sensing Platform for Rapid Detection of SARS-CoV2 Virus in Air Through Nanoengineered Surface Enhanced Raman Scattering

• Project 5
  > Lead PI. Cephas Naanwaab
  > Project Title. The Economic Impact of COVID-19 in the Piedmont Triad Region

• Project 6
  > Lead PI. Lisel Jeffers-Francis
  > Project Title. Designing an Anti-Viral Nanoparticle Against SARS-CoV2
Seven Research Projects

NC A&T - Delivering Results

- Project 7
  - Lead PI. Dr. Padonda Webb
  - Project Title. NC A&T COVID-19 Testing Initiative

Key Results

1. Minorities and women in the Piedmont Triad have been disproportionately impacted by COVID-19.

2. Minorities make up 20% of the Piedmont Triad 12-county population but account for over 32% of COVID-19 unemployment. Women account for 56% of COVID-19 unemployment.

3. In the worse case scenario, the economic impact of COVID-19 in the region could top 157,000 job losses, $28 billion lost output, and $2.55 billion lost state and local tax revenues.

4. COVID-19 has negatively impacted the operational revenues of North Carolina A&T State University. Using fall 2020 enrollment, the University's revenues declined by $26.8 million. A cut in the university's spending by this amount would create region-wide economic losses of 531 jobs, $54 million in output, and $13 million in federal, state and local taxes.
Affordable IR Fever Detection Systems for K-12 and Higher Education Facilities

Key Results

1. Reduced the costs to acquire a commercial infrared fever detection system from $10,000-$20,000 to as low as $258

2. Used tear duct temperature readings and developed our own proprietary programs with alarms for high temperature readings

3. Created three different IR fever detection systems
   1. AGGIE-TALK $439 – With intercom
   2. AGGIE-EYE $375
   3. AGGIE-ARM $258

QUESTIONS?
Determining the COVID-19 Experience for Selected Populations in Rural Robeson County, North Carolina and the Likelihood of Changing Future Health Behaviors Related to COVID-19 in this Population

A collaboration between:
- University of North Carolina at Pembroke
- NC Policy Collaboratory
- UNC School of Medicine
Short-Term

• Conduct serology surveillance of SARS-CoV-2 at two different time points in a rural population to determine infection prevalence and understand changes in prevalence and conversion rates over a 3-month period.

• Correlate demographic data and profile characteristics (behavior, attitudes, beliefs) from survey and focus group data with serology test results for SARS-CoV-2

Long Term

• Use the laboratory and survey/focus group data to develop effective mitigation efforts and vaccine compliance that are culturally appropriate and acceptable to a rural population

We have been able to conduct a preliminary analysis of the quantitative data collected as of December 7, 2020

• A total of 1844 individual contacts with participants occurred; each individual was screened for COVID-19 symptoms and depression/anxiety at each contact

• 145 individuals had positive COVID-19 serology results

• 766 individuals participated in Round 1 only of the Serology testing component

• 422 individuals participated in both Round 1 and Round 2 of the Serology testing components

• 238 individuals participated in Round 2 only of the Serology testing component

• 398 individuals who were screened for COVID-19 symptoms had a positive screening profile and were referred to our community partner, the Robeson County Health Department, for antigen testing

• 1844 individuals were screened for depression and anxiety related to COVID-19 using brief, 2-item scales; 4 individuals were referred for follow-up evaluation of depression and/or anxiety due to extreme scores

• 368 individuals were randomly selected to participate in surveys regarding knowledge of and attitudes toward vaccinations and mitigation efforts during the first round of serology collection; data from a preliminary analysis of this information will be used to recruit individuals to participate in focus groups to provide a context for interpreting this data
• A total of 145 positive antibody serology results were returned from all individuals tested (145/1426; 10.17%)

• Of the 422 individuals who were tested twice:
  • 12 were positive at both points in time (2.84%)
  • 1 tested positive in Round 1 and negative in Round 2 (0.24%)
  • 8 tested negative in Round 1 and positive in Round 2 (1.90%)

• We were unable to complete focus groups due to time constraints associated with the serology testing component of the study and scheduling difficulties associated with the holiday season. We anticipated beginning focus group activity in mid-January, 2021. Rising infection rates, however, have forced us to delay focus groups until sometime in mid-February, 2021 when immunizations become more widespread in the community and the current/anticipated peak in infection rates is expected to subside.

• As part of our goal of helping the community mitigate the impacts of Covid-19 on public school education, we requested an expansion of our scope of work. After receiving permission from the NC Policy Collaboratory, we worked with the system office of the Robeson County Public School System to enhance their ability to provide a safe, environment for students to return to face-to-face learning. We were able to help them purchase and install freestanding temperature monitoring and hand-sanitizing stations at major entrances to all 36 schools in the system. In addition, we were able to help them purchase hand-held thermometers to be used by school personnel to ‘spot check’ students.

• We are preparing a brief electronic survey that will be distributed to faculty, staff and parents of students enrolled in the Public Schools of Robeson County to gain insight into the impact of the temperature monitoring/hand sanitizing equipment availability on their comfort level regarding students returning to the school environment.
COVID Research Project Highlights


- **Social Media messaging campaign was effective.** Approximately 20% of the posts specifically targeted the deaf and hard of hearing using American Sign Language to disseminate information on COVID-19 prevention and disease transmission.

- **Focus Group with Public Health stakeholders was informative.** Focus group participants proposed the need for a degree program that will prepare graduates to work in environmental health, data science, emergency management, and public health leadership.

- **A comprehensive program for training COVID-19 contact tracers and health coaches was successful.** Trainee received six (6) certifications: 1-Johns Hopkins University, 4-North Carolina AHEC, and 1-Unconscious Bias workshop. 27 were trained, and twenty-two (22) participants were offered employment with the minority-owned contractor and will be placed in health departments [81% placed].
COVID Research Project Highlights

**Project 2: Understanding the Economic and Educational Impact of COVID-19 Responses in NC [Dr. Madjd-Sadjadi]**

- **Empirical study examining three sets of data was insufficient.** Shortages in the data sets, potential bias in some presented data, postponement of other data collected made analysis incapable.

- **Survey to examine the impact of COVID-19 on the Hispanic and African-American communities is ongoing.** 18,000 surveys are being mailed to households before the end of the month [January 2021]

**Project 3: Understanding the Impact of COVID-19 on Under-Resourced Communities [Drs. Thomas, Rogers, and Simpson]**

- **Experiences of minorities and elderly with disabilities during COVID are related to employment.** 527 participant in the study, a total of 468 completed all the questions. Findings indicate: (1) Participants who felt they did not have adequate access to childcare was significantly associated with an increased odds of not having access to public health information since COVID-19. (2) Having no health insurance was significantly associated with an increased odds of not having access to public health information. (3) Being unemployed was significantly associated with an increased odds of not having access to healthcare.

**Winston-Salem State University**
January 20, 2021

Agenda

- Update on Executive Leadership Institute pilot
- Cohort #1 recap
- Evaluation of the pilot
- Plans for cohort #2 and next steps
Module 1: UNC Chapel Hill

Leadership at the Executive Level

Session 1: Leadership vs Management
Session 2: Self & Other Awareness
Session 3: Inquiry & Advocacy

Highlights:
- Live and virtual sessions
- Interactive online modules
- Virtual Fireside Chats with Senior Leadership
Module 2: North Carolina A&T

Leading Teams
Day 1: Leading Others - Teams & Communication
Day 2: Leading Others - Influence and Change

Highlights:
• Interactive virtual sessions over two days
• Build self awareness of interpersonal and team dynamics
• Interactive theater experiential learning – “The Perfect Fit”

Module 3: UNC Charlotte

Leading the Institution
Day 1 Navigating Context
Day 2 Strategic Communication

Highlights:
• Museum of the New South interactive overview and historical context
• Understand North Carolina, local community, System, and institutional contexts and key issues facing higher education
• Strategies for delivering key messages including communicating during crisis
• Leveraging opportunities for building partnerships
Team and Individual Coaching

• Executive coaching is offered throughout the program in collaboration with The Swain Center for Executive Education & Economic Development at UNC Wilmington

• Participants receive 360 feedback using Center for Create Leadership Executive Benchmarks

• Individual development plans customized for each participant with manager input

Cohort 1 Participants

| Afua Arhin, FSU | Stephanie Luster-Teasley, NCA&T |
| Bradley Ballou, UNCW | Constance Mallette, WSSU |
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| Drake Fowler, The North Carolina Arboretum | Jaime Raynor, WCU |
| Alyn Goodson, ECSU | Engle Revels, UNCP |
| Jim Harper, NCCU | Shun Robertson, System Office |
| Laura Herndon, UNCA | Susan Scott, UNCTV |
| Jesh Humphrey, UNCC | Julie Smith, NCSU |
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| Esther Leerkes, UNCG | Jeff Whitworth, UNCG |
Aggregate 360 Feedback – Overall Results

**Areas for Development**
- Interpersonal savvy
- Strategic planning
- Leading change
- Inspiring commitment
- Learning from experience
- Developing and empowering others
- Global awareness

**Strengths**
- Credibility
- Communicating effectively
- Sound judgement
- Forging synergy
- Results orientation
- Organizational perspective
- Courage
- Leveraging differences
- Executive image
Program Evaluation

- Participant satisfaction after each module
- Key talent retention
- Key talent advancement
- Building leadership capability
- Key talent engagement

Feedback from Module 1

This learning experience has been a worthwhile investment in my development.

I would recommend this learning experience to my peers.

How would you rate your overall satisfaction with the UNC Executive Leadership Institute?
Qualitative Feedback-Select quotes

Program
- I can’t comment enough about how amazing the program has been so far. I have gone through other high quality programs and have to say that experiencing this program with a cohort of peers from around the UNC System is wonderful. I have already found others that share similar experiences and look forward to continued growth of our network.
- It’s a great program!
- I love the diversity of fireside chat speakers, and I’m grateful for these leaders taking time to speak candidly with us about their journey and regarding our questions.
- I have done more self reflecting and acutely aware of what my strengths and weaknesses are.

Coaching
- My coach has been wonderful and has provided me with several tools to enhance my leadership skills.
- My coach is exceptional always availing with great feedback and references.

Module Delivery and Design
- It was perfect. The most valuable part was the breakout sessions and having members from different universities interact with each other and get to know one another. We had opportunities to discuss some of the obstacles we face and find solutions to address them through our discussions.
- I can’t think of a single thing to enhance. It was great.
- The information and the delivery of the information was on point. I liked the interactive breakout room sessions as well as the sessions with UNC System leadership. The surveys gave me needed feedback to improve my leadership skills.
- It’s been so affirming to hear from others in a variety of settings that they share common struggles, hurdles, challenges, and successes. Just confirmation that we’re not alone in this process or in growing as a leader has been rewarding. The content provided from articles to assessments have been stellar and immediately applicable to my daily work.

Cohort #2 and next steps

- Nominations from each institution late January for Cohort #2
- Orientation Kickoff in May 2021
QUESTIONS?
Agenda

- Update on Executive Leadership Institute pilot
- Cohort #1 recap
- Evaluation of the pilot
- Plans for cohort #2 and next steps
UNC Executive Leadership Institute Timeline 2020-2021

June 29, 2020
ELI Kickoff
Virtual Cohort #1

Sept. 30, 2020
Module 1 Session 1
(Virtual)
Leadership vs. Management

Oct. 14, 2020
Module 1 Session 3
(Virtual)
Inquiry vs. Advocacy

Oct. 7, 2020
Module 1 Session 2
(Virtual)
Awareness of Self and Others

Oct. 14, 2020
Module 1: UNCCH
Executive Leadership

Jan. 27, 2021
Module 2 Session 1
(Virtual)
Leading Others in Communication

Jan. 28, 2021
Module 2 Session 2
(Virtual)
Leading Others in Influence and Change

Jan. 27, 2021
Module 2: NCA&T
Leading Teams

Apr. 6, 2021
Module 3 Session 1
(TBD)
Navigating Contexts

Apr. 6, 2021
Module 3: UNCC
Leading the Institution

Apr. 7, 2021
Module 3 Session 2
(TBD)
Executive Communication

Executive Coaching
Module 1: UNC Chapel Hill

Leadership at the Executive Level
Session 1: Leadership vs Management
Session 2: Self & Other Awareness
Session 3: Inquiry & Advocacy

Highlights:
• Live and virtual sessions
• Interactive online modules
• Virtual Fireside Chats with Senior Leadership
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Jennifer Troyer, UNCC
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UNC Executive Leadership Institute Cohort 1 Participant Snapshot

**Racial Diversity**
- Black: 42%
- White: 50%
- Native American: 4%
- Two or More: 4%

**Gender Diversity**
- Male: 67%
- Female: 33%

**HBCU Participation**
- HBCU: 37%
- Non-HBCU: 63%

**Educational Attainment**
- Doctorate: 52%
- Masters: 24%
- JD: 4%
- Bachelors: 20%

Average Age of Participants: 45 years old
## Aggregate 360 Feedback – Overall Results

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