



A Proposal for a Boards of Trustees Orientation Template



A presentation to Committee on University Governance of UNC Board of Governors

by: Carla Davis-Castro

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Background

- UNC GA Secretary's summer intern:
Carla Davis-Castro, MPA/MSLS
- Research
 - Reading
 - 9 interviews with GA staff & BOG members
- Survey of BOT chairs & SGA members

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Current State

- Changing landscape
 - Higher education regulations
 - BOT turnover & new SGA representatives each year
 - Diverse BOT structures (see Appendix 1)
- Uneven knowledge
 - BOT Workshop on UNC Governance: 2013
 - Last GA-hosted BOT training: 2006
 - Campus orientations vary
 - Some campuses don't provide orientation

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Proposal for an Orientation

“The Board of Governors shall plan and develop a *coordinated* system of higher education”

(The Code §203A)

“Each board of trustees shall promote the sound development of its institution ... helping it to serve the people of the state in a way that will *complement* the activities of other institutions”

(The Code §403A)

“Keep under continuous review the application and interpretation of *The Code of the University of North Carolina* and all delegations of authority under that *Code*”

(Governance Committee's Core Duties & Responsibilities)



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Recommendations

1. Adopt an orientation template for campus implementation
 - Structure/format determined by campus
 - Assistance in orientation development for core topics available from GA
2. Include BOG liaison in campus orientation

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Additional Recommendations

3. Distribute campus information for BOT nominees
 - Expectations of BOT member with time & workload commitments
 - Attend a BOT meeting prior to joining
4. Set orientation schedule
 - Biennial: university-wide BOT orientation for new members
 - Annual: SGA member orientation
 - Every 4 years: full board attends orientation

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Orientation Template Outlined—Core Topics

- University Structure
- Roles & Responsibilities
- Policy
- Legal Issues
- Finance & Budget
- Advancement
- University Relations
- Human Resources
- Academic Affairs
- Students Affairs
- Athletics
- Facilities
- Audit

(see Appendix 2 for more detailed topic list)

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Orientation Template Outlined—Additional Topics

- Research
- Online learning
- Management flexibility plan
- Public service
- Collaboration, engagement, advocacy
- SGA member orientation session

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Benefits of an Orientation Template

- Manage risk by establishing a minimum standard
 - Increase effectiveness of BOTs
 - Address BOT turnover
 - Even understanding of roles
& responsibilities across BOTs
 - Keep up with changing
landscape
 - Opportunity to begin social networking & engagement



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Questions?



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APPENDIX Q

UNC Boards of Trustees	ASU	ECU	ECSU	ESU	NCA&T	NCCU	NCSM	NCSU	UNCA	UNCG	UNC	UNCE	UNCF	UNCW	UNGA	WCU	WVSU
Meetings Per Year	4	5	4	4	4	5	4	5	4	6	6	4	5	4	4 + officer elections conference call	4 + retreat	4
Executive	Executive	Executive	Executive & Personnel		Executive	Executive & Personnel	Executive	Executive	University Affairs	University Affairs	Executive		Board Officer & Executive	Executive		Executive	Executive
University Affairs		University Affairs															
Academic Affairs	Academic Affairs		Academic Policies & Programs	Academic Affairs & Personnel	Academic Affairs	Academic & Student Affairs	Educational Policies & Practices		Academic Affairs	Academic & Student Affairs				Educational Planning & Programs	Educational Planning & Policies	Academic Affairs & Personnel	Academic Affairs
Audit			Budget, Finance, & Audit	Audit	Audit	Audit, Finance, & Facilities	Fiscal, Audit, Human Resources	Audit, Risk Management, & Finance	Audit		Audit, Compliance, & Enterprise Risk Management			Audit & Ethics	Audit	Audit	Finance & Audit
Finance	Business Affairs	Finance & Facilities		Business & Finance	Business Affairs				Finance & Real Property	Finance & Infrastructure		Educational Quality & Fiscal Affairs	Finance & Administration	Business Affairs	Finance		Finance & Administration
Risk management																	
Facilities			Buildings & Property					Buildings & Property			Facilities & Physical Properties						
Endowment Fund	Endowment Fund				Endowment Board	Endowment Fund							Endowment Board		Endowment Fund	Endowment Board	
Personnel					Human Resources										Personnel	Personnel & Tenure	Personnel & Tenure
Appeals	Appeals											Grievance Appeals				Grievance Appeal	
Advancement	University Advancement			Institutional Advancement	University Advancement	Advancement & External Affairs	Institutional Advancement	Advancement & External Affairs	University Advancement		University Advancement	University Advancement	Public Affairs & Advancement		Advancement		University Advancement
External Affairs										External Relations					External Affairs		
Athletics		Athletics & Advancement				Intercollegiate Athletics					Athletics	Athletics	Student Affairs & Athletics				
Student Affairs	Student Development			Student Affairs	Student Affairs				Student Affairs								Student Affairs and Enrollment Services
Governance/ Administration															Governance	Administration, Governance, & Trusteeship	
Miscellaneous		Health Sciences					Distance Education & Extended Programs			Innovation & Impact			Nominating				Tenure



Appendix 2 Detailed Topic List

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UNIVERSITY OF
NORTH CAROLINA

University Structure

University of North Carolina system	Constituent Institution
<ul style="list-style-type: none">• BOG• GA• President• Strategic plan	<ul style="list-style-type: none">• Delegated authority to BOT & chancellor• Structure• Mission

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UNIVERSITY OF
NORTH CAROLINA

Roles & Responsibilities—Overview

BOG	BOT
<ul style="list-style-type: none">• Policy focus overseeing GA & 17 campuses• Connected to campuses via President	<ul style="list-style-type: none">• Advisory and oversight focus for its campus• Connected to BOG/GA via chancellor

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Roles & Responsibilities—BOT

Oversight & Advisory

- Ask good questions
- Support chancellor & institution
- Active on campus
- Active in friend-raising & fund-raising

- Advise on campus master plan (consistent with BOG policy & vision)
- Oversight of tenure & post-tenure review*
- Oversee athletics

**process contingent on management flexibility plan*

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Roles & Responsibilities—BOG & BOT

General

- Accountable for outcomes
- “No surprises” rule
- Trust is earned & expected

Specific

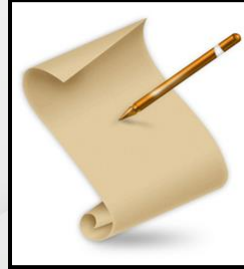
- Budget process
- Setting tuition
- Chancellor search & evaluation



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Policy

- North Carolina General Statutes
- The *Code*
- UNC Policy Manual
- Institutional policies & procedures
- Strategic plan (5-year cycle)



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Legal Issues

- | | |
|-------------------------|---|
| • Open meetings laws | • State Government Ethics Act |
| • Public records laws | • Litigation |
| • Gifts | • Security |
| • Conflicts of interest | • Regulatory environment (federal, regional, state) |
| • Disclosure | |
| • Lobbying | |

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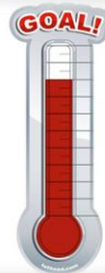
Finance & Budget

- Constitutional & legislative framework
- State budget process & trends
- System & institutional budget process
 - Revenues, expenditures, trends
- Tuition & fee policy processes
- Campus master planning
- Borrowing & debt
 - Statutory limits
- Capital construction & facilities
- Property & real estate
- Scholarships & endowments
- Fundraising campaigns

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Advancement

- Foundation & its structure
- Capital campaigns
- Private giving



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University Relations

- Local community
- State government
- Federal government
- Alumni
- Financial supporters



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Human Resources

- Structure: EPA & SPA
- Appointments
- Promotions
- Compensation
- Grievances



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Academic Affairs

- Academic program structure
- Tenure
- Grievances
- Understand, protect, & monitor academic freedom

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Student Affairs

- Clery Act reporting
- Tuition & fees
- Scholarships & financial aid
- Enrollment & retention
- SGA
- Student discipline
- Diversity & inclusion
- Graduation
- Greek system
- FERPA
- Title IX



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Athletics

- NCAA compliance
- Title IX compliance
- SACS (Southern Association of Colleges & Schools)
- Budget



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Facilities

- Real estate
- Capital projects
- Space utilization
- Funding



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Audit

- Internal audit
- Compliance
- External reporting
- Litigation
- Risk management

