

BOARD OF TRUSTEES BOARD MEETING NOTES

Tim Kircher (DRAFT)

Saturday, June 4, 2016 8:30 – 11:30 a.m. Gilmer Room,
Founders Hall

1. CALL OF MEETING TO ORDER, MOMENT OF SHARED SILENCE/ Edward C. Winslow III, Chair
OPEN WORSHIP
2. CHAIR'S REMARKS (5 minutes) Edward C. Winslow III
3. MARKETING UPDATE (30 minutes) Roger E. Degerman, Vice President, Marketing

Roger's report:

Advancing Guilford's Profile: Our Marketing Makeover Begins (PPT)

- a. "stronger story" needed
- b. "better systems": how the campus is organized
- c. "MORE strategic": based on research: "research will be the name of the game"

MORE= Measuring our results / evaluating

Problem:

- a. **the story is stale**; needs to be "market fresh": fresh, frequent, new stories

students need to tell the story: e.g., first-year student satisfaction, quotes

Spring campaign: all about outcomes

"Stellar students and amazing alumni": used a survey to create profiles for website to show how students can realize their potential through Guilford "building engagement" through e-campaigns, social

media

b. **“better systems”**: we need to be more consistent with branding. Begins with institutional marketing in combination with enrollment marketing, and then advancement marketing

Enrollment marketing, through a **coordinated strategy** using research, “MarComm” planning (including early outreach), and event planning.

Then also **“enhanced prospect engagement”**: using web focus, paid media, and campaign integration (digital and print)

finally **campus collaboration**: team togetherness, faculty engagement, alumni support. Foresees using more faculty and alumni stories. Shows an example of small-scale paid media advertising, using FB, Twitter, and Pandora to both TRAD and CCE; also Instagram

College / Advancement Marketing : plan

Public prominence: Jane; using “earned and paid” media; business / civic engagement

Alumni / Donor and Parent Relations: “integrated MarComm strategy”; advocacy programs

Guilford First: Internal brand awareness; recognitions and celebrations

c. **Strategic Discipline: metric measurements**

Website engagement

Media Impact: earned and paid media

Constituent Perceptions: institutional awareness and image strength

key emphasis: “responsible representation of diversity”

Looking ahead:

Fall 2016: awaiting results of Art and Science Research

Winter 2017: website renovation

UNC-TV will be profiling Guilford College on Labor Day evening and afterwards

Question: what about doing a “few things splendidly”: what are they? how will the strategic research help to identify them?

Jane: we have not decided on these things at this point. Thought that last May’s community gathering created a competition among conflicting visions. “Things” are not a specific program: it will be values

Art and Science Research (AS): third-party out of Baltimore [<https://www.artsci.com>]

Question: why are we hiring consultants to tell us what our vision is? Jane: we will set a plan for five years to distinguish Guilford’s excellence: we need to know how to invest our marketing strategically. She could not determine our view of values, excellence, based on competing passions: choosing one would destroy the College

**Question: who is being asked? only 17-year-olds?
Roger: we need to know the marketplace to help**

inform our mission and what it will produce. Martha Summerfield suggests not rushing the process, given the current competing passions. Jane stresses she is listening to all voices; we need to attend to voices we don't want to hear as well.

Question: what will be the form of these results?

Roger: first results will come this fall. Arlene: 3 parts: 1. everything AS has heard; 2. sense of campus with recommendations; 3. then discussion: how do we use the data? It will typically provide a ten-year horizon of expectations. Some will be coincident, other divergent from our sense of ourselves.

4. STUDENT JUDICIAL PROCESS (30 minutes) Todd A.

Clark, Vice Pres., Student Affairs

subtitle: "enhancing justice and equity"

subsections: philosophy / system structure / points system / case example / student learning in conduct process / sexual misconduct (Title IX) / data on sexual misconduct

Philosophy: educational, not punitive / restorative justice approach (repair the harm) / fair and consistent

Structure outlined: wants to involve more people involved, including community senate

Points system: range of points for conduct violations; self-reflection encouraged; points vanish every July.

Offenses not reflected on Guilford student transcripts at present, though the standard is changing nationally toward reporting them.

Case example: walking with beer on campus
Student learning examples: from Serendipity 2015 / 2016

Sexual misconduct (Title IX): standard of proof different (just over 50% vs. 75% for other); also process of reporting violations / mandatory reporting ; interim measures (keeping people safe and separate) ; steps (almost all decisions are appealed) / provides data

CONSENT AGENDA (5 minutes)

a. **Approval of February 26-27, 2015 Board Meeting Minutes*** Edward C. Winslow III **APPROVED**

6. COMMITTEE REPORTS WITH ACTIONS
RECOMMENDED

FOR BOARD APPROVAL (40 minutes)

a. Academic Affairs Committee Judy L. Whisnant, Vice Chair

i. **Approval of Master of Science Degree in Criminal Justice*** (10 minutes) **APPROVED**

BREAK

b. Finance Committee Coolidge A. Porterfield, Chair i.
Introduction of First Citizens Bank Representatives **David Hood, reporting for Coolidge / Chuck Burns, First Citizens Bank officer present and introduces himself. (We are still looking to establish a relationship with First Citizens Bank) / “largest family-owned bank in the country” (though publicly traded);**

speaks of his interest in Guilford College

**ii. Approval of Banking and Financing Recommendations*
open relations with First Citizens Bank; approved**

**iii. Approval of Recommendation for Change in Fiscal
Year***

change from June 30 to May 31: approved

**iv. Approval of FY 2016-2017 Operating and Capital
Budgets***

**ending May 31, 2017 (11 months): approved
[balance -200 K FY 2016; 559K FY 2017]**

capital budget: 1.52 FY 2017;

**would consider borrowing 20 million (+ 2 in gifts)
over coming years (no confirmed lender at this point;
nor (according to Ed Winslow) is the borrowing up for
approval today; Len Simmel: could likely be
combination of bond issue / bank loan, and seeks
authorization to pursue the negotiation with 'pre
expenses'): approved contingent on lawyer review**

**v. Approval in Principle of FY 2017-2018
Tuition/Fees/Room/Board***

approved

**vi. Approval of Sale of Winford Calvin Hinshaw Property*
was life estate gift / approved**

7. COMMITTEE REPORTS (45 minutes)
 - a. Advancement Committee: **Vic Cochrane (for Gilbert Bailey): VP for Advancement hired; recites gifts 25K and more (about 6-7)**
 - b. Buildings and Grounds Committee: **Nancy Quaintance: discusses priorities on safety and security; ADA matters; enrollment enhancement; and others / focus on residence halls: top priority on safety and security; deferred maintenance second; improving efficiencies third with enhancement for enrollment**
 - c. Investment Committee: **Andrew D. Steginsky, Chair: performance last quarter (+7.1% vs. 7% average): review of Colonial as manager (underperformed last two years); some re-investments in equity and fixed income; change from 4 to 3 % target allocation in inflation-linked / fixed income fund requires approval (RE-WORDING of change NEEDED); also discusses changing spending formula to take a slightly longer time period (4 years instead of 3). APPROVED; also discussed new plan for socially-responsible investing with Jane's help.**
 - d. Quaker Life and Diversity Committee: **D. Hector McEachern Jr., Chair: Terry Graedon for Hector; reviewed student demands and senior team response from last BOT meeting; diversity should be part of everything we do at Guilford College.**

- e. Student Affairs Committee: Esther S. Hall, Vice Chair: **recalls last BOT meeting and the disruptive meeting with students prior to the meeting. Most issues are being resolved. Thanks Todd for his work with students and also with the BOT / SAC; now have data, metrics on sexual misconduct and bias; revamped judicial process and new safety officer; new alert button that students can rent \$20 / year; also integrating student athletes (over 400) into the community campus**
- f. Trusteeship and Governance Committee: Lawrence C. Ross Jr., Chair: **committee is gathering Trustee profiles for committee placement, etc. Martha Summerville stepping down from Committee; contribution recognized by Vic Cochrane**
- 8. CHAIR'S CLOSING REMARKS (5 minutes): **asks for final thoughts**
- 9. MOMENT OF SILENCE
- 10. ADJOURNMENT

RED – Indicates action item on which Board approval will be requested