

**FULL BOARD MEETING
Thursday, March 27, 2025
9:00 a.m.**

The Fayetteville State University Board of Trustees convened on Thursday, March 27, 2025, in the Rudolph Jones Student Center, Multipurpose Room 242. Chair Kimberly Jeffries Leonard presided and called the meeting to order at 9:00 a.m. Trustee Donald Moore provided the invocation.

ROLL CALL

The following trustees were in attendance: Glenn Adams, Joyce Adams, Jerry Gregory, Donald Moore, Kimberly Jeffries Leonard, Warren McDonald, John McFadyen, Frederick Nelson, Brandon Phillips, Johnae Walker, and Will Warner. Trustee Stuart Augustine and Greg Pinnix joined via Microsoft Teams; therefore, they were not included in voting.

Before proceeding into the main portion of the meeting, Chair Kimberly Jeffries Leonard read the State Government Ethics Act to remind all members of the board of their duty to avoid conflicts of interest and appearances of conflict under this act. No conflicts were reported.

APPROVAL OF MINUTES

The minutes of the regular board meeting held on December 12, 2024, and the special call meetings on January 23, 2025 and March 24, 2025, were approved by unanimous consent.

COMMITTEE REPORTS

Committee on Academic and Student Affairs: Committee Chair Joyce Adams

Committee Chair Joyce Adams provided the report for the committee on academic and student affairs, which met on March 26, 2025.

ACADEMIC AFFAIRS UPDATE

Provost and Senior Vice Chancellor Monica T. Leach announced that Fayetteville State University will host the 2025 Spring commencement ceremony to celebrate the accomplishments of our graduate and undergraduate students who will join the ranks of proud alumni. The graduate ceremony will be on May 9, 2025, at 10:00 a.m. in the Felton J. Capel Arena, and the undergraduate ceremony will be on May 10, 2025, at 9:00 a.m. in the Crown Coliseum.

Following, Dr. Leach presented the results of the Peer Institutions Study. The UNC System requires each member institution to engage in a study to determine a list of peer universities to be used for benchmarking and comparison. This list provides an objective point of review for strategic planning and collaboration. The study is historically completed roughly every five years with the most recent study occurred in 2020. FSU created a Peer Study Committee

undergoing an extensive review of performance benchmarks to determine a new list of peer institutions based on cluster results. The five benchmarks included the percentage population of undergraduate students, minority students, transfer students, and students 25 years old and over, as well as research expenditures per a full-time student.

The cluster analysis presented a final list including Clayton State University, Western New Mexico University, Albany State University, Grambling State University, Cal State University – Channel Islands, Cal State University – East Bay, University of Houston Clear-Lake, Northeastern Illinois University, Southern University at New Orleans, and Texas A&M University Commerce. The list of peer institutions will be reported back to the UNC System Office with final review and determination by the UNC Board of Governors.

Next, Dr. Leach shared an update on the UNC Board of Governors Policy on Credit Requirements for Four-Year Baccalaureate Programs which stated that no undergraduate program can exceed 120 credit hours. Exceptions to the policy are allowable if a program exceeds 120 credit hours to meet accreditation standards, license requirements, and other state, federal, or professional regulations. The Board of Trustees must approve the waiver followed by submission to the UNC Board of Governors for approval. FSU petitioned for the Nursing program at 126 credit hours and the Forensic Science program at 122 credit hours. The Board of Trustees approved both degrees on December 13, 2018. No changes to or additional degree waivers are needed. This information will be reported back to the UNC Board of Governors.

Dr. Leach announced FSU's inaugural classification as a Research University in the latest Carnegie Classifications 2025. This esteemed recognition highlights FSU's substantial investment in research and scholarship, reinforcing its commitment to innovation and academic excellence. The Carnegie Classifications are updated every three years and categorize institutions based on their total research and development expenditures and number of Research doctorate awards. This year, FSU is among 218 institutions recognized as a Research University. To qualify, institutions must spend at least \$2.5 million on research. FSU significantly exceeded this requirement in 2024 by garnering over \$32 million on research and development during the last fiscal year.

Lastly, Dr. Leach proposed a change to the Felton J. Capel Distinguished Professorship in Performing and Fine Arts by expanding the professorship from exclusively external candidates to internal candidates. The change was for consultative purposes by the Committee.

ENROLLMENT AND STUDENT SUCCESS UPDATES

Next, the Committee heard the enrollment management and student success report by Vice Chancellor Pamela Baldwin. Dr. Baldwin introduced three members of her leadership team, Mrs. Tavoria Freeman the Assistant Vice Chancellor for Student Success, Dr. Cierra Griffin the Assistant Vice Chancellor for Enrollment Management, and Dr. Mitchell Seal the Associate Vice Chancellor for Military Academic Services. Dr. Baldwin and Team work

strategically to implement 8 critical areas including admissions, financial aid, registrar, international education, student success, enrollment management, career services, and military affiliated services.

The Office of Scholarships and Financial Aid has begun processing financial packages for Fall 2025 prospective students. As of March 13th, nearly 11,000 Free Applications for Student Aid have been submitted. Award letters for the upcoming academic year were released on February 25th with 4,425 letters sent as of March 12th. This marks the earliest FSU has released financial aid award letters in two decades, achieving our goal of helping students make informed financial decisions.

Lastly, Mr. Vincent Harris, Director of Financial Aid, announced FSU as the winner of the 2025 Ellucian Impact Award in the student first category. FSU will receive \$25,000 as part of the award.

STUDENT AFFAIRS UPDATES

The Committee heard a residence life update from Vice Chancellor Juanette Council. Key insights from the preliminary housing study showed an increased focus on the impact of housing trends on campus operations and enhancements necessary for successful operations. The residence life occupancy rate for the 2024-2025 academic year has averaged 95%. At nearly full capacity, Student Affairs is excited for the opening of the New Residence Hall in Fall 2025 that will increase beds by 336 beds. Enhancements to the new housing portal will also improve efficiency by automating services, reducing manual processing, enhancing student experience, and seamlessly integrating into other university systems.

Committee on Athletics: Committee Chair John McFadyen

Committee Chair John McFadyen provided the report for the committee on athletics, which met on March 26, 2025.

The Director of Athletics, Mr. Todd Bennett, recognized the outstanding athletic accomplishments of the Women's Indoor Track and Field, Women's Basketball, and Women's Bowling teams. Each are the 2025 CIAA Championships for their sport. AD Bennett introduced the following student-athletes to share about their experiences at FSU:

- Ms. Holley Johnson, representing Track and field
- Ms. Morgan Graham, representing Basketball
- And Ms. Ericka Reid, Bowling

All are excelling in their academics, as well as in their sport.

Additionally, AD Bennett shared that the FSU men's basketball team ranked fourth place in the NCAA Division II Atlantic Region Rankings while the women's basketball team ranked seventh. Both teams played in the NCAA post-season tournament.

The Committee was provided with an in-depth analysis of the student-athletes' academic achievements and some of the strategies implemented by the Department of Athletics. The

overall grade point average of all sports was 3.33, which ranged from 3.0 to 3.62 GPA. This resulted in 150 student-athletes with a 3.5 GPA, 65 student-athletes between a 3.5 and 3.99 GPA, and 35 student-athletes with a 4.0 GPA. Several improvement strategies have been implemented to support students, including recruitment improvements, monitoring of students at risk, improved degree planning, and red-shirt programs.

Lastly, AD Bennett provided an update on athletic expenses. The revenue expenses for 2023 are roughly \$5 million, which is about \$3 million lower than all Division II schools. Though revenue comparison data will not be available until June, Athletics is expecting a final report of revenue to exceed expenses showing progress towards closing deficit gaps.

Currently, 22% of the Athletics budget is comprised of athletic aid, which is lower than our peers. The CIAA average is 26% and the Division II average is 32%. The Athletics Department is committed to increasing their expenditure to provide competitive financial aid packages to support student-athletes.

Community on University Advancement: Committee Chair Jerry Gregory

Committee Vice Chair Jerry Gregory provided the report for the committee on university advancement, which met on March 26, 2025.

Vice Chancellor Omar Bell reported the giving comparisons for Fiscal year 2025. The university has raised over \$5.1 million dollars to date compared for Fiscal Year 2025. This includes roughly \$2.2 million in commitments and \$2.9 million in cash. The university has raised \$174,706 more than this time last year.

Engagement activities have been an impactful strategy to stimulate interest in giving, building loyalty, and generating financial support for FSU. Targeted engagement over the last several months included the University Advancement team engaging donors during strategic visits, enhancing social media outreach, conducting focus groups to better align initiatives, and consistent solicitations.

Additionally, the total number of alumni donors and the percentage of alumni donors is higher than this time last year and in fiscal year 2023. There are 1,251 alumni donors or 4.5% this year. VC Bell announced that 668 new alumni donors are needed to reach this year's goal of 7%. New strategies include working with new and young alumni to increase engagement and giving through the National Alumni Association.

Committee on Legal, Audit, Risk and Compliance: Committee Chair Glenn Adams

Committee Chair Glenn Adams provided the report for the committee on legal, audit, risk, and compliance, which met on March 26, 2025. The Committee on Legal, Audit, Risk, and Compliance heard several updates and one action item.

Vice Chancellor Wanda Jenkins introduced Assistant Vice Chancellor Beth Hunt to provide an update on the Top 2025 University Risks. The University of North Carolina Policy on

University Enterprise Risk Management and Compliance requires the UNC System to develop, implement, evaluate, and monitor a university system-wide enterprise risk management process. This process requires each campus to annually collect, analyze and present to the UNC System Office the campuses' top 5 risks.

The Office of Risk and Compliance reviewed the 2024 risk survey results and met with individual leadership to determine this year's top risks. Each risk was assessed on criteria including the risk probability defined as the certainty a risk will occur, and the urgency defined as the timing that the risk would occur. For example, the risk being immediate or long-term.

The risks presented to the Board of Trustees include state and federal regulatory changes, deferred maintenance, campus safety including mental health, enrollment including funding adjustments, and cyber security.

The Committee recommends the 2025 Top University Risks to the Full Board for approval.

Action Item LARC-1: Top 5 University Risks

Trustee Glenn Adams motioned for approval of the top 5 university risks, as presented. The motion did not need a second since it came out of committee. The motion carried.

Following, Mr. Jesse Chroman, Internal Auditor, presented an update on the procurement and purchasing card programs. The UNC System Office issued a new regulation on November 7, 2024, requiring internal auditors to assess compliance. Upon assessing compliance with the new regulation, Mr. Chroman concluded that as of January 29, 2025, the University was not in compliance with the regulation. However, the University has made progress towards alignment. Full compliance is anticipated prior to the next scheduled review. FSU's certification was submitted to the Systems Office on January 31, 2025. Mr. Chroman informed the committee that this will be an ongoing process. FSU will be recertified every January 31st.

Further, the UNC System Office issued a new regulation on February 26, 2025, requiring institutions to have policies and protocols in place that facilitate timely warnings and emergency notifications. The University is currently assessing compliance and testing.

Other activities include awaiting response of the Risk-Based Audit Plan Validation from the Office of State Budget and Management and an upcoming External Quality Assessment Report planned for Fall 2025.

Committee on Budget and Finance: Committee Member Donald Moore

The Committee on Budget & Finance heard several updates during yesterday's committee meeting. Chief Financial Officer, Mr. Kenny Spayd, shared that the University has exhausted roughly 62.8% of the budget through February. Expenses are trending below last year's pace, resulting in the University still being on track for a budget surplus. A review of auxiliary

finances showed that while expenses are tracked in line with the initial budget, the revenues fluctuate. Student fees will exceed the budget by approximately \$500,000 and sales and services will underperform by \$400,000.

Further, VC Spayd discussed the UNC System's operating priorities for the 2025-2027 biennium with a focus on the primary priorities affecting FSU. These priorities included enrollment changes, performance funding, NC Promise, and Completion Assistance Grants. VC Spayd shared the financial outlook including potential gains and losses from each of these programs, all impacted by enrollment outcomes.

Following, VC Spayd shared the progress of several construction and capital projects, all in which are making satisfactory progress toward completion. Construction items included the

- The New Residence Hall is preparing for the final staging before opening in Summer 2025. The debt issuance is expected in late April.
- The new College of Education building had an excellent bid day. The team is working on the next steps for the project to stay on track for an official opening in Summer 2026.
- The Health and Wellness Center has officially broke ground. The estimated completion is set for February 2026.
- The New Parking Deck is estimated to open in July 2026.

Renovations on the Chick, Rosenthal, and Cook buildings are also progressing.

The committee approved two action items at its meeting. The item is recommended by the Committee to the full Board for approval:

Action Item BF-1: Spaulding Renovation Increase

The University has project authority for a \$1.3 million renovation of the Spaulding building. This building will be the home of Student Disability Services and Student Counseling. The most recent estimate indicates that the current project scope will cost \$1.62M. Furniture and moving costs have been taken out of the project scope and will be funded by other sources. After this action, the project will be over budgeted at \$150K. It is being recommended to increase the Spaulding renovation project authority by \$150 thousand to \$1.45 million with Student Health Services Fees.

Trustee Donald Moore motioned to approve the additional \$150,000 of project authority to be funded from Health Service Fee reserves. The motion did not need a second since it came out of committee. The motion carried.

Action Item BF-2: New Residence Hall Debt Issuance

In December 2023, the Board approved increasing the project authority for the New Residence Hall from \$44M to \$50M and approved the University to fund the additional \$6M of project authority using self-liquidating debt authority. The project will exhaust the original \$44M in funding in early May. Therefore, the University held a competitive RFP

process and received responses from nine banks. The University selected a seven-year term loan to serve the dual purposes of paying down the debt expeditiously and to provide the housing system free cash flow to address deferred maintenance needs. It is recommended to approve the resolution.

Trustee Donald Moore motioned to approve the resolution authorizing the issuance of Special Obligation Bonds to fund the completion of the New Residence Hall Project. The motion did not need a second since it came out of committee. The motion carried.

Committee on Governance and Personnel: Committee Chair Will Warner

The Committee on Governance and Personnel heard federal and state updates from Mr. Wesley Fountain, Vice Chancellor for External Affairs and Military Relations, and VC Wanda Jenkins, General Counsel and Vice Chancellor of LARC, during its meeting yesterday.

VC Fountain shared that the University is actively monitoring new regulatory changes at the federal and state level to assist our campus in interpreting these regulations to remain compliant. Due to the influx, the External Affairs team has created a working group to help review and provide information to the campus as they navigate changes. VC Jenkins provided information on three federal directives including the temporary pause on grants by the Office of Management and Budget, changes to the indirect costs for National Institutes of Health grants, and a nationwide preliminary injunction issued this month. The University did have a federal grant for \$900,000 rescinded. The working group will continue to monitor these and other executive orders while assessing the impact on FSU.

The Committee discussed the remaining action items in closed session.

STUDENT UPDATE

Trustee Johnae Walker presented student initiatives and activities for the semester under the three pillars of leadership, mentorship, and fellowship. The student organizations led many civic and voter engagement activities including the March on Murchison with 91 participants and an after-election forum with 85 participants. The SGA and Student Council also hosted engagement activities throughout homecoming week and are planning a week-long Bronco Business Challenge event in February 2025. Trustee Walker announced Ms. Tamiya Bryant as a fellow with the University of North Carolina Association of Student Governments, also known as "UNC ASG."

Trustee Johnae Walker presented student initiatives and activities for the semester under the three pillars of leadership, mentorship, and fellowship. Spring 2025 student leadership elections are underway. The 2025 SGA Presidential debates were held on March 25th against students Tamia Brantley and Latoya Harper, both vying to be the next SGA President. Trustee Walker provided an update on the initiative of the University of North Carolina Association of Student Governments, also known as "UNC ASG." The UNC ASG passed bills on ADA Compliance Repair Services, increased graduate student representation, and making election day a federal holiday. Further, Trustee Walker shared a recap of the many programs and

events implemented to assist student engagement and mental health. Lastly, Trustee Walker thanked the Board for their mentorship while serving as a trustee and shared her next steps after graduation.

CHAIR'S REMARKS

Chair Kimberly Jeffries Leonard provided remarks to the Board. She welcomed the Board and reflected on an impactful year with the support, expertise, and leadership of each trustee. She expressed her deep appreciation for each—our trustees, leadership team, faculty, staff, students, and guests—for your time, dedication, and commitment to our shared mission.

CHANCELLOR'S REMARKS

Chancellor Darrell T. Allison provided an update to the Board on recent restructuring at FSU. He was happy to announce the appointment of Mr. Kenny Spayd as Chief Financial Officer and Mr. Hector Molina as the Chief Operating Officer. These appointments will help the campus focus and achieve operational efficiency and streamline processes that will lead to cost savings. Chancellor Allison also invited everyone to the Founder's Legacy and Landmarks Celebrations event where we will rename our residence halls. Lastly, he updated the trustees on the 30-60-90 free summer school program.

CLOSED SESSION*

It was moved by Trustee Jerry Gregory and seconded by Trustee Warren McDonald to move into closed session to prevent the disclosure of privileged or confidential information that is protected: under Article 7 of Chapter 126 of the North Carolina General Statutes or not considered a public record within the meaning of Chapter 132 of the General Statutes. The motion carried.

ANNOUNCEMENTS

Chair Kimberly Jeffries Leonard shared the following announcements:

- We will have a special call board meeting on April 1, 2025
- We will celebrate our spring graduates during the 2025 Spring commencement ceremony. The graduate ceremony will be on Friday, May 9th at 10am in the Felton J. Capel Arena. The undergraduate ceremony will be on Saturday, May 10th at 9am in the Crown Coliseum. Details on participation will be shared.
- The next Board of Trustee meeting will be on June 11-12, 2025.

ADJOURNMENT

The Full Board meeting adjourned at 10:17 a.m.

Respectfully submitted,

Dr. Kimberly Jeffries Leonard, Chair
Karen Bussey, Secretary to the University