

November 30, 2023
University of North Carolina School of the Arts
Winston-Salem, North Carolina

BOARD MEMBERS:

Graydon Pleasants (chair), Jeffery Bullock, Eric Flow, Jerri Irby, Kyle Petty, John Wigodsky, Peter Juran (ex officio)

COMMITTEE STAFF:

Wendy Emerson (VC for Finance & Administration), Melanie Nuckols (AVC for Finance), Heidi Mallory (Director of Budget), Steve Martin (AVC for Facilities), David Harrison (VC for Institutional Integrity & General Counsel), Krista Hopkins, Amanda Balwah, Dave LaVack (Staff Council Representative), Jared Redick (Faculty Council Representative)

AGENDA

1. Call to Order and Confirm Quorum.....Chair Pleasants
2. Approval of Minutes from the September 2023 MeetingChair Pleasants
3. 2024-2025 Tuition and Fees.....Wendy Emerson
4. 2024-2025 All Funds Budget.....Wendy Emerson
5. Dining Services RFPWendy Emerson
6. Capital Projects Update.....Wendy Emerson
7. Other BusinessChair Pleasants
8. AdjournChair Pleasants

DRAFT OPEN MINUTES

September 28, 2023
University of North Carolina School of the Arts
Winston-Salem, North Carolina

COMMITTEE PRESENT

Peter Juran (*ex officio*), Jeffery Bullock, Jerri Irby (*via zoom*), Kyle Petty, John Wigodsky

COMMITTEE STAFF PRESENT

Melanie Nuckols, David Harrison, Steve Martin, Krista Hopkins, Heidi Mallory, Amanda Balwah

OTHERS PRESENT

Brian Cole, Patrick Sims, Jim DeCristo, Lissy Garrison, Eric Burns, Tommy McMasters, Jonah Bokaer, Jeff George, Rachel Williams, Patrice Goldmon, Pree Nayak (*via zoom*), Travis Andrews

CONVENE MEETING AND CONFIRM QUORUM

In Chair Pleasants' absence, Peter Juran called the meeting of the Finance Committee to order and confirmed that a quorum was present.

APPROVAL OF MINUTES

Peter Juran asked the committee members to review the minutes from the April 2023 meeting.

MOTION: John Wigodsky moved to approve the minutes from the April 2023 meeting. Jeffery Bullock seconded, and the minutes were unanimously approved.

2023-2025 Budget Update

Melanie Nuckols, Associate Vice Chancellor for Finance, and Heidi Mallory, Director of Budget, gave the 2023-2025 budget update and stated that the legislative budget has been sent to the governor and we are currently waiting for approval.

TUITION AND FEES PROCESS

Associate Vice Chancellor Nuckols provided an overview of the process for proposing adjustments to the tuition and fees for the fiscal year 2024-2025. The recommendations for proposed actions will be presented to the UNCSA Finance Committee and the UNCSA Board of Trustees in November/December 2023 for approval. Once approved, the proposals will be submitted to the UNC System Office for further review by the Board of Governors.

CAPITAL PROJECTS UPDATE

Steve Martin, Associate Vice Chancellor for Facilities, discussed capital projects, including Repair and Renovation for UNCSA and Stevens Center major renovation.

ADJOURN

Peter Juran requested a motion for adjournment of the Finance Committee of the University of North Carolina School of the Arts at 9:20 am.

MOTION: John Wigodsky made the first motion to adjourn with a second from Jeffery Bullock. There was none opposed.

Submitted by: Krista Hopkins, Executive Assistant to the Vice Chancellor for Finance and Administration

AGENDA ITEM

2024-2025 Tuition and Fees.....Wendy Emerson

Summary: The System Office set clear parameters for the institutions to follow, which reflected President Hans and the Board of Governor’s commitment to promoting accessibility and affordability of higher education. This commitment to affordability requires universities to keep operating costs low while maintaining a high quality of education. The following guidelines were provided for FY2 024-25 Tuition & Fee increases:

2024-25 Tuition and Fees Instructions

Tuition	May an increase be proposed?
Undergraduate Resident	No
Undergraduate Nonresident	Yes, but proposals must justify both the need for the increase and why it is not expected to negatively impact enrollment.
Graduate Resident	
Graduate Nonresident	
Fees	May an increase be proposed?
Mandatory Fees (including debt service)	An increase may only be proposed if it is critical to maintaining core activities supported by the fee. Note: The Board has a bias against fee increases and will be closely scrutinizing proposals. Notwithstanding to the above, increases may be proposed that are offset by a commensurate decrease to another fee. Total increases are subject to the 3% statutory cap.
Special Fees	An increase may only be proposed if it is critical to cover inflationary cost increases associated with an existing fee. Only well-justified proposals will be approved. Note: The Board has a bias against fee increases and will be closely scrutinizing proposals. New fees may only be proposed for newly approved programs.
Application Fees	No

With these guidelines in mind, along with UNCOSA's commitment to support accessibility and affordability, we are recommending no increases in tuition and fees for FY 2024-2025.

Action: Vote Needed. Recommend approval of to not increase tuition and fees for FY 2024-2025.

AGENDA ITEM

FY 2024-2025 All-Funds Budget.....Wendy Emerson

Summary: The annual all-funds budget process provides a comprehensive operating budget for each University of North Carolina System constituent institution, reflecting both General Fund and Institutional Trust fund operating revenues and expenses.

Policy Guidance for Development of FY 2025 All Funds Budget

Systemwide and Institution-Specific Goals

- The UNC System strategic plan set ambitious goals for access, student success, and economic impact. The Board of Governors of the University of North Carolina System has also set goals for the president on metrics including on-time graduation and degree efficiency, student debt among bachelor’s degree completers, and education and related expenses per degree.
- Institutional financial plans should be reflective of strategic priorities set by the UNC System, Board of Governors, as well as those that help individual institutions reach mission-specific goals. Universities should consider needs specific to the institution, the students that the institution serves, as well as the local community. Budget narratives should clearly identify how the allocation of resources will drive meaningful improvement in pursuit of these goals.

Student Affordability

- The UNC System has a responsibility to continually look for ways to generate greater value with its limited resources in order to keep costs for students low. Institutions should consider whether there are opportunities to eliminate duplicative, underperforming, or low priority programs; to streamline and consolidate programs, offices, and services; and to reduce layers of management and administration.
- There should also be a focus on expenses that are directly driving aspects of student debt and cost of attendance, including in fee-supported units, housing, dining, and the use and

prioritization of financial aid. Campus narratives should articulate specific strategies being implemented and an estimated amount of savings generated that can be repurposed towards higher priorities or to reduce costs to students.

Universities All-Funds Budgets are due to the UNC System Office on May 1, 2024. Looking at our BOT meeting schedule, UNCOSA's FY 2024-2025 All-Funds Budget will be presented for a vote at the March 2024 Board of Trustees meeting.

Action: This item is for informational purposes only.

AGENDA ITEM

Dining Services RFP.....Wendy Emerson

Summary:

A Request for Proposal (RFP) was issued on October 31, 2023, for our campus dining / food management services. This process was last completed in 2014. Key dates in the RFP evaluation process include:

Vendor Submission of Proposals	December 15, 2023
Awarding the Contract	February 13, 2024
Contract Effective Date	July 1, 2024

Dining Facilities include the Dining Hall, Pickle Jar, P.O.D Market, Artist Village P.O.D. and the Library Café.

Action: This item is for informational purposes only.



MEETING OF THE BOARD OF TRUSTEES

Finance Committee

November 30, 2023

AGENDA ITEM

Capital Projects Update.....Wendy Emerson

Summary:

Review UNCSA Capital Projects.

Action: This item is for informational purposes only.

November 13, 2023

Capital Project Update

Facilities Management
W. Steve Martin, RA
Associate Vice
Chancellor - Facilities

UNIVERSITY OF NORTH CAROLINA

SCHOOL OF THE ARTS





2020-2021 Carry Forward Projects

- DeMille Theater – Boiler/AHU/BAS replacement \$375,000
 - Designer: CMTA Engineers.
 - Contractor: Professional Aire
 - Start date May 01, 2023.
 - Completion of main switchgear replacement scheduled for Christmas Break.

- Hanes Commons – Emergency Generator \$190,000
 - Designer: NV5 Engineers.
 - Contractor: Beco, Inc.
 - Generator scheduled for installation scheduled during Christmas Break.

2021-2022 Repair & Renovations: \$2,000,000

- Gray Building – New Main Electrical Service \$256,000
 - Designer: Sud Engineering. Contractor: Beco Inc. Project in progress. Completion scheduled for Christmas Break.
- Workplace – Drama Studio Renovations \$448,000
 - Designer: Walter Robbs Callahan Pierce. General Contractor: HM Kerns. Ordering new furniture with balance of budget funds. Project is complete.
- Workplace – Drama Administrative Office Renovations \$323,000
 - Designer: Walter Robbs Callahan Pierce. General Contractor: HM Kerns. Ordering new furniture with balance of budget funds. Project is complete.
- Film School – Buildings #1 and #2 - Repair/Replace Windows \$202,000
 - Designer: Tad Furrow, P.E. General Contractor: Mathis Construction. Project is complete.
- Campus wide – ADA Improvements \$54,000
 - Designer: Lambert Architects. Phase II complete. Phase III in progress.
- Film School - Building #1 – Theater Dimmers & Lighting \$232,000
 - Designer: Dewberry Davis Engineers. Contractor: Beco Inc. Project is complete.
- Film Archives Building – HVAC and Controls \$485,000
 - Designer: Sud Engineering. Contractor: Professional Aire. Project is in progress.



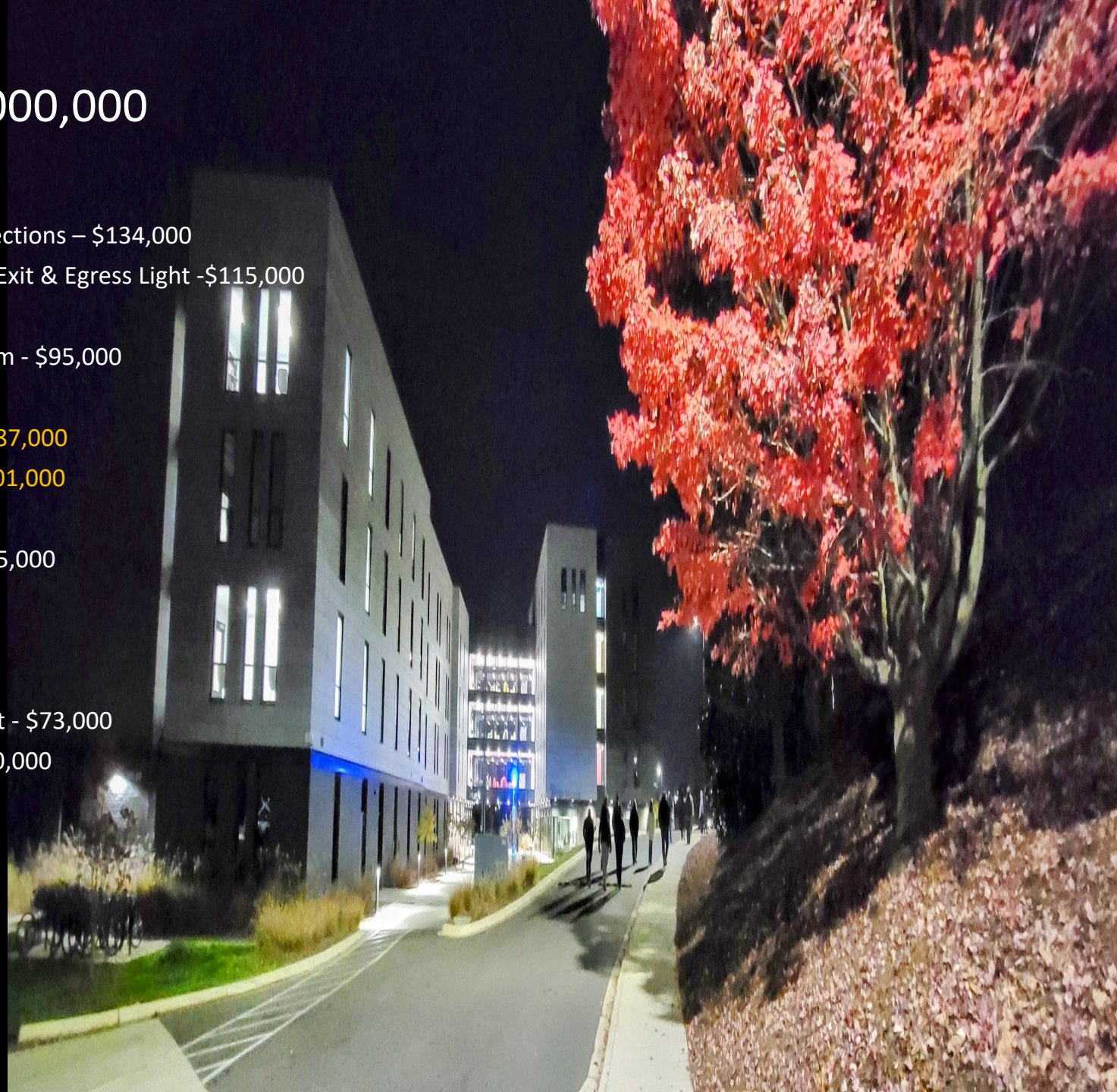


2021-2022 Major Renovations: \$35,585,000

- **Stevens Center – Comprehensive Renovation Phase I**
\$29,800,000
 - Design Team: Little Diversified Architects + Steinberg Hart.
 - CM@Risk: Frank L. Blum.
 - Construction Document Phase completed.
 - Submission to SCO by Design Team – October 2023.
 - CM@R mobilizes with Building Screen November 2023.
- **Gray Building – Roof, HVAC, Fire Suppression, Building Envelope**
\$3,350,000
 - Designer: Atlantec + Raymond.
 - General Contractor: G.C. (Central Builders) contract annulled due to inability to mobilize in timely manner. Negotiating with second lowest bidder (Frank L. Blum).
 - Pre-construction conference scheduled for January 2024.
- **Performance Place, Workplace, Workplace V-Roof Replacement**
\$2,435,000
 - Designer: Fleming & Associates.
 - Contractor: Triad Commercial Roofing Inc.
 - Workplace V roof replacement complete.
 - Performance Place roof replacement in progress (90% complete).
 - Workplace roof replacement scheduled to start November 2023.

2022-2023 Repair & Renovations: \$2,000,000

- Design & Production/Workplace/Film Bldg. 3 – Life Safety Code Corrections – \$134,000
- Admin. Bldg./Aquarius Bldg./Facilities/D&P Storage/WP V/DeMille – Exit & Egress Light -\$115,000
- Drainage & Landscape Improvements – Pedestrian Bridge - \$311,000
- Facilities Management Shop – Install shop exhaust and heating system - \$95,000
- **Gray Building – Remove Boilers - \$123,000**
- **Performance Place/Film Bldg. 2 – Provide HVAC to control booths - \$87,000**
- **Gray Building (Old Police Dept.) – Modifications to HVAC system - \$101,000**
- Film School – Paint rooftop units - \$81,000
- Facilities Management – Resurface Drives and loading dock area - \$75,000
- **Admin. Building – HVAC at IT Server room - \$162,000**
- Design & Production – HVAC recommissioning - \$134,000
- **Campuswide ADA Improvements – Phase III - \$39,000**
- 300 Waughtown Bldg. – Exterior waterproofing and roof replacement - \$73,000
- Hanes Student Commons – Motor Control Center replacement - \$150,000
- Hanes Student Commons – Upgrade AHU's and Controls - \$93,000
- Hanes Student Commons – partial interior renovations - \$75,000
- Campuswide – sidewalk and stair repairs - \$118,000



Stevens Center – Comprehensive Renovation Phase 1

- Construction Document Phase - Complete
- Structural Steel Forensic Analysis - In progress
- SCO Final Review (60 days) - TBD

