

University of North Carolina School of the Arts
Winston-Salem, North Carolina

COMMITTEE MEMBERS:

Rhoda Griffis (Chair)*, Jonah Brokaer*, Eric Flow*, David Neill*, Nia Franklin*, Kyle Petty*, Jack Sargeant*, Peter Juran* (ex officio)

* denotes voting members

COMMITTEE STAFF:

Patrick J. Sims, Executive Vice Chancellor and Provost, Karen Beres, Vice Provost and Dean of Academic Affairs, Laurel Donley, Vice Provost of Student Affairs, David L. Harrison, General Counsel, Kathryn McMillan, Staff, Amanda Balwah, Staff, Andy Paris, Chair of UNCSEA Faculty Council, Victoria Nash, Staff Council Representative

The Personnel Committee will not meet. The following materials are for informational purposes only.

March 7, 2024, 1:45pm – 3:15pm - MINUTES

University of North Carolina School of the Arts
Boardroom, Seman’s Administration Building, SAAB306
Winston-Salem, North Carolina

COMMITTEE MEMBERS:

Rhoda Griffis (Chair)*, Jonah Brokaer*, Eric Flow*, David Neill*, Kyle Petty*, Jack Sargeant*, Peter Juran* (ex officio)

Not present - Nia Franklin*

* denotes voting members

COMMITTEE STAFF PRESENT:

Patrick J. Sims, Karen Beres, Laurel Donley, David L. Harrison, Kathryn McMillan, Amanda Balwah, Andy Paris, Victoria Nash

OTHERS PRESENT

Patrice Goldmon, Eric Burns, Rob Myers, Jeff George, Kait Dorsky, Dave LaVack, Katherine Johnson, Martin Ferrell, Kevin Bitterman, Jim DeCristo, Kory Kelly, Lissy Garrison, B. Afeni McNeely Cobham, Travis Andrews (IT)

OPEN SESSION Minutes

CONVENE MEETING AND CONFIRM QUORUM

Rhoda Griffis convened the March 7th, 2024, Academic and Student Affairs Committee Meeting at 1:45 p.m. A quorum was confirmed.

APPROVAL OF MINUTES

Rhoda Griffis asked the committee members to review the minutes from the November 30th, 2023, meeting. They then called for a motion to approve the minutes as presented

MOTION: Peter Juran moved to approve the minutes from the November 30th, 2023, meeting. Eric Flow seconded, and the minutes were unanimously approved.

Student Government Association President Report..... Jack Sargeant

- All items on the concern list have been updated and taken care of
- Townhall meeting students explained that they felt safer
- SGA events have been successful, and we are excited about our new space

- Discussed attendance policy with DLA and have been working across campus to address standardization for the absences across campus and help establish better communication
- ASG advocacy and working to reach out to legislators to advocate for things UNCSCA needs
- Three new associate SGA -entry level positions so students can sample and get a taste of what to expect in SGA
- Production evaluations has begun to better understand the impact of production on students through a student survey
- A series of questions are being asked of students involved to be able to discuss and understand the impacts of stressors.
- SGA met with APIR to discuss potential QEP topics
- Jack presented a series of events and gave an update on advocacy day
- SGA has been working with DLA on an attendance policy address

Faculty Council Report.....Andy Paris

- Faculty council is working hard to collaborate across campus and working with different stakeholders to help create better collaboration and clarification among departments
- Faculty feel it is important to have more transparent communications so they can stay informed about what is going on
- Excellence in Teaching Awards have been awarded and we celebrated awardees at a dinner
- Faculty council presented that one of the most important things that have happened in Andy's time at UNCSCA is around the Foundations of American Democracy course that is being proposed
- REACH act – Reclaiming – every system required to report 3hours of history that has specific requirements including the final must count 20%, certain, faculty claim this is an overreach and feels like an inappropriate infringement on faculty's ability to teach their own curriculum
- UNC BOG worked to establish a policy to help illustrate how the system will respond

Student and Academics Affairs Challenges Report Provost Team

- Provost Sims introduced a new approach to how we are reporting through this committee
- The committee is looking at the challenges, opportunities and success, and next steps
- Eric Burns discusses the strategic inflection point at UNCSCA. All business entities seeking to grow will encounter Strategic Inflection Points at various times. Inflection Points vary based on Internal/External factors (i.e, enrollment; performance metrics, student retention, and state appropriations). Sustaining forward momentum is the goal of exiting the inflection point.
- Going into the next fiscal year we will not receive new funding through tuition increases so enrollment growth is the way to increase recurring state funding and retention is equally as important as recruitment.
- Budget challenges can be divided into two buckets: recurring funding versus non-recurring funding. Looking at the 24-25 enrollment funding request it is important to remember that we receive in arrears.
- Admissions reports on how hiring and training

- Karen Beres reports that our University Librarian is leaving on March 18th to an amazing opportunity for the State of Virginia
- We are great at supporting amazing leaders and build incredible opportunities for them to grow
- Many of the metrics that we are using on our performance metrics we had a 76%% graduation rate and the measurement in the performance metrics are helpful – Done a great job with the Pale grant and the next goal is going to have a moved goal post and Student Success is evolving and there is challenges on how we provide support for these students
- We are working to build a net
- B. Afeni McNeely Cobham shared that it should come as no surprise that polarizing socio-political discussions and events influence and impact members of UNCOSA’s campus community.
- As a result, there is a distinct tension between the perception of being an open-minded, inclusive community and the moments that spur “difficult dialogues” when campus stakeholders lose sight of diplomacy or collegiality when conveying their lived experiences and worldviews.
- The way our students respond with empathy – our students are gathering to honor the non-binary student who died in Oklahoma.
- Faculty are on the frontline of cultivating the holistic development of students. Therefore, their role in the classroom is shifting.
- Examples of intergenerational dialogue include: navigating intergenerational dialogue, mediating student concerns and conflicts, responsiveness to student needs beyond the classroom
- Student affairs is facing many mental health and wellness needs including increased demand exceeds the available on-campus resources, expanded resources with grant funding and the financial support for those resources ends June 30, 2024, case management costs are increasing, and off-campus financial support for Community Counseling is needed.

Student and Academics Affairs Opportunities/Successes/Next Steps Report..... Provost Team

- Applications for Fall '24 are up by 4% (*85 Applications*), deposited students are up 28% (*26 Deposits*), and there is More engagement = Better yield = Less melt!
- Admissions reports that the Spring Start Initiative for this year has let to 12 Enrolled students for Spring '24 exceeding the goal to only enroll 10 students, The goal for Spring '25 will be 30; this Initiative takes some stress off declining Fall numbers, working with Strat Comm to develop a marketing strategy to recruit Spring applicants.
- Transfer Applications are in progress as admissions are working with DLA and the Registrar to develop true pipelines for transfer applicants. Developing universal verbiage across campus regarding what a transfer student is helping define clear transcript deadlines for dual-enrolled and transfer applicant file review.
- Funding the New High school building is an exciting opportunity. Supporting a 9th-12th Grade Boarding Environment is difficult and this allows us to create a building structure to truly support our UNCOSA residential boarding school students and staff who live in and provide oversight and support. This gives us the opportunity to meet the needs of our high school population - Adequate space for high school students to socialize and be distinctly separate from college and graduate students. The current residential has limited space for students to socialize and often relies on shared space with college students in Hanes Student Commons.

- Provided new resources for students for mental health and counseling in various ways with the Launch of Take 5 – Health and Wellness Marketing Campaign.
- Provost Sims talks about the collaboration across campus including the musical adaptation of “As You Like It” was originally commissioned by New York City’s Public Theater and named one of The New York Times’ “Best Shows of 2017” and Critic’s Picks. It is an example of the theater company’s [Public Works](#) initiative, “deliberately blurs the line between professional artists and community members, creating theater that is not only for the people, but by and of the people as well.”
- He highlighted the work and partnership with Keanan and The Black Sacred Music Symposium as well as explaining the significance of Firebird coming to UNCSCA. In the 1982 PBS documentary, Stravinsky’s Firebird by Dance Theatre of Harlem. UNCSCA will have no music commissioned and recorded by students in School of Music, new costumes back drop and lighting design and our Dance students will set the work and be part of the touring company when this productions moves to NY.
- Karen Beres talks about the statistics of library usage and how we have grown usage and excitement around the library and its programming.
- She continued her report discussing
- First year – wants UNCSCA to feel more like home, host opportunities to serve the community, see some seasonal decorations, and excited about these opportunities
- Second years want to see more curricular connections across program areas
- Third/Fourth years wanted to remind us that they are still students and still learning and should have a right to continue to make small failures
- Grad students are asking for more differences between Undergraduate and graduate curriculums
- Patrick Sims talks about the external review process for each of the art schools and how the evaluators have been amazing, and they are providing great feedback and sharing great observations on how we are doing, what we can improve, and what next steps

ADJOURN

With there being no other business, Greer Cawood called for a motion to adjourn at 3:17 pm

MOTION: Peter Juran moved to adjourn the meeting. Eric Flow seconded and the committee unanimously voted to adjourn.

Submitted by: Kathryn McMillan

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- I. Production Evaluation Update
- II. DEI
- III. Townhall Feedback
- IV. Art School Surveys
 - a. Music: https://uncsa.co1.qualtrics.com/jfe/form/SV_6RLhgbq2MFlcwNE
- V. Newsletters
 - a. April SGA Newsletter
<..\Newsletters\SGA Spring Newsletter '24.pdf>
 - b. School of Music Newsletter
<..\Newsletters\April 2024 Music Newsletter.pdf>
- VI. Looking Forward

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AGENDA ITEM

Faculty Council Update.....Andy Paris

Summary: The Faculty Council Chair will report on the following topics:

- a. Housekeeping
- b. Feedback on UNC System and BOG policy changes and proposals
- c. Shared Governance

Housekeeping

- 1. Elections
- 2. Vote on new Rank peer review committee membership
- 3. Vote on amended language regarding Excellence in Teaching Award
- 4. Vote to create CDC Subcommittee for Public Art

Feedback on UNC System and BOG policy changes and proposals

- 1. UNC System Policy regarding Academic Program Planning
- 2. UNC System Policy regarding EDI Programs

Shared Governance

- 1. Improving Communications on Campus
 - a. Kory Kelly, new Vice Chancellor of Strategic Communications
 - b. Rebecca Burkeen, new Director of Alumni Engagement
 - c. Rich Wittington, Days of Giving information
- 2. Tommy McMasters and partnering with Winston-Salem Police
- 3. Working Together in Common Cause

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Student Success and the Academic Success Coach Program

Academic Early Warning Report (through 4/12/24)

- We have received xx reports during the 2023-24 academic year. Comparison numbers with last year are included below.

2023-24:

- | | | |
|--------|---------|----------------------|
| ○ C1 – | Dance – | Low Grades - |
| ○ C2 – | Drama – | Excessive Absences - |
| ○ C3 – | D&P – | Lack of Engagement - |
| ○ C4 – | Film - | |
| ○ G1 – | Music - | |
| ○ SP – | | |

*xx students have more than one report

2022-23:

- | | | |
|-----------|------------|-------------------------|
| ○ C1 – 38 | Dance – 15 | Low Grades – 51 |
| ○ C2 – 55 | Drama – 17 | Excessive Absences – 67 |
| ○ C3 – 28 | D&P – 31 | Lack of Engagement – 19 |
| ○ C4 – 16 | Film – 56 | |
| ○ G1 – 0 | Music – 18 | |
| ○ SP – 0 | | |

*6 students have more than one report

Academic Student Success Coaches

- *Pilot of the new Academic Success Coach program: spring 2023*
 - One staff member coached three students from the schools of D&P, Drama, Music
- *Additional staff time devoted to coaching: fall 2023*
 - Program expanded to serve a target population of 15 undergraduate students who were placed on probation as of the end of the spring 2023 semester
- *Full implementation of the initiative: spring 2024*
 - 22 undergraduate students on probation were notified of the requirement to engage in at least 3 coaching sessions prior to the opening of registration for fall 2024.
 - For those with DLA GPA concerns, one of the three meetings was with Rachel Williams, Dean of the Division of Liberal Arts.
 - Out of our 22 students,
 - 2 made medical withdrawals from UNCSA
 - 19 completed their required coaching sessions
 - 1 had a hold placed on their account by the Registrar, restricting their access to register until completion of the required coaching

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College Life

Residence Hall Occupancy:

Artist Village – 81.8% (projected occupancy for Fall 2024 is 93%)

Center Stage – 95.83% (three apartments are offline for maintenance/repair)

Challenges:

Inflationary cost for Housing Operations

- Currently conducting market analysis of housing costs

High School Life

Over the last 18 months, Student Affairs focused on Strategic Planning and Process improvement for our High School Life area. Our current High School Residence Halls can house approximately 200 students while approximately 50 students commute to UNCSA from their family homes. High School Life is responsible for everything that occurs for our students outside of their arts and academics. The High School Life Team serves as the in loco parentis.

Outermost Education Consultation and External Review Recommendations:

- Staffing:
 - Prior to August 2023 staff ratio was 1:40, current staffing ratio 1:29
 - From March 2023 through July 2023, High School Res Life hired and onboarded six new staff.
 - Parent/Family Communication
 - Orientation zoom sessions
 - In person meetings with parents and families
 - Increased communication with parents and families through zoom meeting, email, and phone calls.
- Supervision and Oversight of Minors
 - In building security
 - Professional staff members to accompany all high school students on trips and outings including off campus performances.
- Opportunities for Students to Connect
 - “Commuter Luncheon” for commuter students hosted by staff member Matthew Taylor.
 - Hiking Trips
 - Pickles on the Town – Volunteer group hosted an event at an Elementary School and Nursing Facility
 - Monthly Birthday Celebrations
 - Science Center Trip – Greensboro
 - Prom
 - Easter Brunch at Cheesecake Factory
 - Friday night choice trips

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AGENDA ITEM

Enrollment Update Rob Myers

Summary: The Director of Admissions will report on the following topics:

- a. Fall 2024 enrollment goals
- b. Fall 2024 submitted applications and admitted students
- c. Yield strategy and results

Action: This report is for informational purposes only.

The Office of Admissions continues to work with campus partners to solidify the Fall 2024 total student headcount goal of **1,370** students. Based on projections, achieving this goal requires enrolling **562** new students across all degree levels and conservatories.

Fall 2024 Headcount Target = 1370

School	High School			Undergraduate			Graduate			Grand Total		
	I	O	ST	I	O	ST	I	O	ST	I	O	ST
Dance	55	47	102	53	70	123	.	.	.	108	117	225
D&P	36	1	37	122	131	253	45	29	74	203	161	364
Drama	19	1	20	33	83	116	.	.	.	52	84	136
Film	.	.	.	204	128	332	23	5	28	227	133	360
Music	85	7	92	95	24	119	28	45	73	208	76	284
Total	195	56	251	507	437	944	96	79	175	798	572	1,370

Fall 2024 New Student Recruitment "Need"

School	High School			Undergraduate			Graduate			Grand Total		
	I	O	ST	I	O	ST	I	O	ST	I	O	ST
Dance	23	24	47	11	24	35	.	.	.	34	48	82
D&P	24	1	25	55	52	107	32	14	46	111	67	178
Drama	19	1	20	7	23	30	.	.	.	26	24	50
Film	.	.	.	67	27	94	16	0	16	83	27	110
Music	49	3	52	51	10	61	17	12	29	117	25	142
Total	115	29	144	191	136	327	65	26	91	371	191	562

These numbers were generated from April 19th reports.

Admitted Applicants

An indicator of achieving the Fall 2024 headcount goal is the 16% year-to-date increase of admitted applicants. The number of admitted applicants has increased by 98 compared to last year.

Strategy – Increase matriculation rate from admitted applicants-to-enrolled students

Utilizing a multimedia approach, the Office of Admissions has teamed up with campus partners and outlined a communication plan that incorporates carefully timed and produced messages that encourage matriculation.

Admit-to-Enrollment Communication Plan

- Upon Admit Admit letter to admissions portal
- Upon Admit Counselor, Program Director or Faculty place admit call
- Upon Admit Applicant is invited to ask an alum questions via UNCSEA Connects
- Within 1 week Acceptance packet mailed out by counselor
- Within 2 weeks Postcard sent, encouraging enrollment deposit
- Within 3 weeks Postcard from alumni mailed out/received
- *When needed* Admit not received SMS (text) message
- Day 5 of Admit Push to Reply to Offer #1
 - Repeats every 14 days, if no action taken
- Day 10 Push to Reply to Offer #2 (notes May 1 commitment deadline)
- Day 5 Push to Pay Deposit – after day 5 of offer accept (notes May 1 commitment deadline)
- Mid-April Email from conservatory Dean (leading to May 1)
- Mid-April Postcard invite to UNCSEA student app/orientation info
- Last week in April Enrollment deposit reminder SMS (text) message
- Post-May 1 Push to Reply email (if needed by program)
Push to Pay Deposit email (if needed by program)
- Orientation 1 Welcome to UNCSEA email
- Orientation 2 Be Prepared/checklist email
- Orientation 3 Move-in/check-in email
- Monthly Campus News
- Quarterly Conservatory newsletter

Result - enrollment deposits trending up

The strongest year-to-date indicator can be measured by admitted students' commitment to UNCSEA via the enrollment deposit. To date, **Fall 2024 enrollment deposits are up 7%**.