

APPROVED by the Board of Trustees  
October 5, 2012

**University of North Carolina School of the Arts  
Board of Trustees Meeting  
Eisenberg Social Hall, Hanes Student Commons  
May 3, 2012  
9:00 a.m.**

**Open Session Minutes**

**Trustees Present**

Claire Christopher  
Nick Correa, SGA President  
John Crumpler  
Barbara Goodmon  
Rob King, Vice Chair  
Charlie Lucas, Chair  
Mariana Qubein  
Don Flow  
Isaac Green  
Michael Almond  
Sam Neill, Emeritus  
Phil Nelson, Emeritus  
Sandi Macdonald, Emeritus  
Suri Bieler, Honorary (phone)  
Jennifer Haire, Honorary  
Kirstie Tice Spadie, Honorary  
Felix Ventouras, Honorary (phone)  
Paul Fulton, BOG

**Faculty/Staff Present**

John Mauceri, Chancellor  
George Burnette, Chief Operating Officer  
David Nelson, Provost  
Jim DeCristo, Director of Economic Development/External Affairs  
David English, Associate Provost  
Julie Risher, General Counsel  
Susan Porter, Interim Director of Human Resources  
Joan Roggenkamp, Executive Assistant to COO  
Amanda Balwah, Assistant Secretary to BOT  
Shannon Henry, Internal Auditor  
Marla Carpenter, Public Relations  
Jason Czaja, Campus Performance Facilities

**Trustees Absent**

Tina McGuire, Secretary  
John Williams  
Tom Kenan, Emeritus  
Lynn Baber, Honorary  
Dan DeVany, Honorary  
John Mangan, Honorary  
Bill Watson, Foundation Liaison  
Amy Blumenthal, BOV Liaison  
Bill Daughtridge, BOG Liaison  
Linda Carlisle, Ex Officio

**Others Present**

Ken Keuffel, Winston-Salem Journal

APPROVED by the Board of Trustees

October 5, 2012

**Faculty/Staff Present (continued)**

Brenda Daniels, Interim Dean of Dance

Wade Weast, Dean of Music

Joe Tilford, Dean of Design &  
Production

Dean Wilcox, Interim Dean, Division of  
Liberal Arts

Ward Caldwell, Dean of Students

Susan Ruskin, Acting Dean, School of  
Filmmaking

Dale Pollock, Incoming Chair of Faculty  
Council

Paula Pressley, Director of Individual  
and Planned Giving

Lisa Ransom, Development Associate

Lynda Lotich, Interim Ex. Director of the  
Kenan Institute

Sue Ellen McNeil, Ex. Assistant to  
Advancement

Jane Kamiab, Director of Financial Aid

Chris Boyd, Assoc, Vice Chancellor for  
Facilities Management

Stephen Atkinson, University Architect

Betsy Towns, Incoming Vice Chair of  
Faculty Council

Henry Grillo, Assistant Dean, School of  
Filmmaking

Sheeler Lawson, Director of Admissions

Katharine Laidlaw, Executive Producer

Steve LaCosse, Assistant Dean, School  
of Music

Carol Strohecker, Director, CDI

APPROVED by the Board of Trustees  
October 5, 2012

### **Convening Open Session**

Chairman Charlie Lucas convened the May 3, 2012 meeting of the University of North Carolina School of the Arts Board of Trustees at 9:05 a.m. A quorum was confirmed. Chairman Lucas reminded all members of the Board of their duty under the *State Government Ethics Act* to avoid conflicts of interest and appearances of conflicts of interest as required by this Act.

Chairman Lucas welcomed Isaac Green, UNCSCA's newest Trustee.

### **Oath of Office**

Julie Risher, General Counsel, administered the Oath of Office to Isaac Green, who was recently appointed to UNCSCA's Board of Trustees by Governor Bev Perdue.

### **Approval of Open Session Minutes of February 16, 2012**

**Motion: Mariana Qubein moved to approve the Open Session minutes of the February 16, 2012 Board of Trustees meeting. Claire Christopher seconded and the minutes were unanimously approved.**

### **Report from Audit Committee**

Committee Chair Don Flow reported on three main items that were addressed at the Audit Committee meeting:

- Shannon Henry, Internal Auditor, updated the committee on the progress of the Mental Health Counseling audit.
  - The objectives of the audit are to ensure internal controls are adequate and effective, procedures are in compliance with relevant laws and regulations, and resources are being used efficiently and effectively.
  - The audit is near completion and the report is expected to be issued prior to the next audit committee meeting.
- The Audit Committee approved a revised Internal Audit Charter. This charter, which defines the Office of Internal Audit's purpose, authority and responsibility, was assessed and revised to ensure compliance with standards.
- The Winston-Salem State University Audit Committee recommended that the Office of Internal Audit hire an additional staff person to devote to the planned audit activity at UNCSCA.

### **Report from Endowment Fund Board**

Chairman Lucas reported that the Endowment Fund Board had a very brief meeting. There were no action items, but the Board did review UNCSCA's Endowment Funds that currently reside within UNC management. Approximately half of the funds are above original corpus, and they continue to improve as the markets slowly recover.

### **Report on Policy Discussion**

David English, Associate Provost, reported on the policy discussion that focused on admissions, student enrollment and financial aid.

APPROVED by the Board of Trustees  
October 5, 2012

Admissions:

- Sheeler Lawson, Director of Admissions, presented an overview of the Office of Admissions. This particular office has eight staff members and serves the high school, undergraduate and graduate programs on campus.
- The Admissions Office received 1,721 applications for admission this year, compared to 1,723 at this point last year.
- Every student who applies to UNCSCA is auditioned or interviewed by the individual art schools. The Office of Admissions coordinates all of these interviews and auditions.
- The Admissions staff, faculty and administrators travel across North Carolina and the entire country to recruit potential new students.

Financial Aid:

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**Report from Advancement Committee**

Barbara Goodman reported on the Advancement Committee's meeting:

- The collection of unrestricted funding is ahead of where it was last year;
- UNCSCA received the largest gift in its history - \$6 million from the William R. Kenan, Jr. Charitable Trust;
- The Committee is in the process of figuring out the best way to identify donors;
- There are currently two vacancies in the Advancement and Public Relations Offices – the Chief Advancement Officer position as well as a Content Manager for the school's website;
- Ms. Goodman acknowledged Mr. Tom Kenan. Thanks to his generosity, UNCSCA will have an annual report. It will come out in 2012 and reflect the past two years;
- Ms. Goodman also thanked the Board for meeting the goal set for the Chancellor's Discretionary Account.

Suri Bieler reported that her sister Ida Bieler, an alum of UNCSCA, will be teaching violin master classes in the School of Music in February. In March, there will be a convention in Charlotte, NC focusing on monsters. Ms. Bieler and her husband have invited Design & Production to be a part of this convention/contest that Ms. Bieler's husband is judging. Six UNCSCA students are entering the competition and the winner will go to California to have their mask displayed in Monsterpalooza, a museum of monsters. Thanks to their efforts, UNCSCA's School of Design & Production will be promoted in both Charlotte and California.

Felix Ventouras and Jennifer Haire reported on the work of the alumni committees based on the east and west coasts. The purpose of UNCSCA East (based in New York) and UNCSCA West (based in Los Angeles) is to bring alumni together to promote the School. Both groups have been working closely with Jonas Silver in the Alumni Office to establish a framework to help engage alumni and assist with establishing hubs or chapters throughout the country.

**Report from Finance Committee**

APPROVED by the Board of Trustees  
October 5, 2012

Rob King reported that the budget cuts continue to affect UNCSA. He thanked the Administration and Trustees who have reached out to the legislature to explain how detrimental these cuts are to the School.

**Motion: Per the unanimous recommendation of the Finance Committee, Rob King asked the Board of Trustees to approve an increase in tuition for non-credit workshops and lectures offered during Summer 2012. Tina McGuire seconded this motion and the Board of Trustees unanimously approved to increase the tuition of non-credit courses and lectures offered in the Summer of 2012.**

Mr. King also reported on the committee's discussion to keep the campus informed throughout the construction process. Chris Boyd and his staff are working closely with Administration and Campus Police to keep faculty, staff and students informed and safe throughout this process.

#### **Report from Personnel Committee**

Chairman Lucas reported that the Personnel Committee did not meet and there is nothing to report.

#### **Report from Educational Planning and Policies Committee**

Claire Christopher reported on the following highlights from the Educational Planning and Policies Committee meeting:

- Nick Correa, President of the Student Government Association (SGA), gave an encouraging report regarding student engagement and SGA's hard work to get information out to the students and solicit feedback and input on important issues, including the new buildings. Some of SGA's upcoming activities include:
  - A Town Hall to answer questions and address concerns from students about construction;
  - The election process for next year is underway with some new students running for office;
  - The Gateway YWCA is allowing UNCSA students to use their pool while the pool on campus is not available. Ward Caldwell is paying for this and the money has not been wasted. The YWCA reports more than 600 visits from UNCSA students;
  - Student Government is supporting Residence Life and their food drive;
  - A new campus group has formed - Students for Sustainability; this group will supplement the UNCSA Sustainability Committee;
  - At the end of March, UNCSA's SGA will host the Association of Student Governments, which is made of up all 17 UNC Student Government Presidents and their cabinets.
- David Nelson, Provost, reported on the following:
  - Transition to Semester System – A few problems have been serviced as they have come up. Credits are being given and students will graduate on time.
  - Summer Programs – This year's offerings include: four for-credit academic courses; continuing summer intensives for high school students,

- including an ABT ballet intensive; and professional continuing education classes.
- Enrollment Growth – UNCSCA is looking for places we can grow without the significant need for additional resources (i.e. graduate program growth). This would allow us to be in a better place for economic sustainability while securing new revenue streams.
- Enrollment: Enrollment and retention are up this year. Retention is at 86% and our current enrollment headcount is at 1,167. The projected enrollment for next year is 1,190. If funded, this will result in an additional \$1 million in appropriations and receipts, which will fund five faculty positions. This increase in enrollment is just the first step in a strategic enrollment growth plan.
- Searches: The Dean of Dance search has been extended and some changes have been made to the search committee. Jill Lane, Dean of the High School Academic Program is Chairing that search. The Dean of Liberal Arts search is ongoing to replace Rick Miller. Candidates for this position will soon be coming to campus for in-person interviews. Two new searches are underway: Wade Weast, Dean of Music, is chairing the search for the Dean of Drama and Provost David Nelson is chairing the search for the new Executive Director of the Thomas S. Kenan Institute for the Arts.
- Faculty Rank: The faculty rank proposal was distributed to the Ed. Planning committee in December. After taking feedback to Faculty Council from both the Board of Trustees and General Administration, the faculty implemented all of the suggestions and approved the proposal that is currently being presented to the Board of Trustees. In addition to presenting the proposal as written, Provost Nelson noted several reasons why the faculty and administration are in favor of implementing a Faculty Rank System:
  - The system is viewed as a faculty excellence initiative that would allow for healthy growth;
  - The system would allow us to put a new evaluation process in place that is more collaborative;
  - The system would enable UNCSCA to recruit faculty from universities with current rank systems in place;
  - And the system can reward and allow us to retain faculty by breaking through the ceiling of their current salaries.

**Motion: Per the unanimous recommendation of the Educational Planning/Policies Committee, Claire Christopher asked for approval to move from an unranked system to a system of Faculty Rank beginning in the fall of 2013. Rob King seconded and the Board of Trustees unanimously approved the move to a Faculty Rank System.**

Chairman Lucas noted that this is a huge step in the right direction for the history of the School.

### **Report from the Governance Committee**

Tina McGuire, Chair, reported that the Governance Committee continues to review the Board Self-Assessment. The responses received from that assessment, in addition to a survey sent to all Trustees, show a majority of Trustees who want to move the Board of Trustees' meetings to Thursday/Friday from the current Wednesday/Thursday schedule.

**Motion: Per the unanimous recommendation of the Governance Committee, Tina McGuire asked for approval to move the Board of Trustees' meetings to a Thursday/Friday schedule beginning with the September 2012 meeting. Rob King seconded and the Board of Trustees unanimously approved the move to Thursday/Friday meetings.**

In addition to the item above, Ms. McGuire addressed the two vacancies on the board at this time. Governor Perdue has selected someone to fill the vacancy left by Denise Franklin; we hope to receive the name of that individual in the coming weeks. The second vacancy left by Lee Chaden will be filled by the Board of Governors. The committee's recommendations to submit to the Board of Governors will be discussed in Closed Session.

### **Report from Chancellor Mauceri**

Chancellor Mauceri thanked the Board of Trustees for their commitment to and love for the School. Much has happened and been achieved in the two months since the Board last met. The funds to run UNCSA are 10% less than last year and we are operating without a Chief Advancement Officer or an HR Director, and have Interim Deans in the School of Dance and the Liberal Arts Program. Despite these setbacks, UNCSA continues to flourish:

- UNCSA will plan, build, rehearse and give over 300 performances throughout the year and continue to win national awards as an arts school and as an academic institution;
- UNCSA has the cleanest audit record in the UNC system and is second only to Chapel Hill in student retention;
- The School has developed exclusive relationships with the American Ballet Theatre and Cirque de Soleil;
- The first-ever full summer school will begin the Summer of 2012;
- The relationship with alumni has been extended and deepened with hubs in New York, Los Angeles, Chicago and Washington, DC;
- We are implementing a three-pronged plan for sustainability that includes:
  - A strategic increase in enrollment;
  - An increased tuition and fee structure that maintains UNCSA's position in the bottom quartile of peer institutions;
  - Adjustments from the state of North Carolina to redress the structural poverty created at the inception of the School;
- Unrestricted fund raising is 12.75% ahead of plan for the first half of the school year and up 57% over the same period last year;
- Alumni giving has increased and is up 35% over the same period last year;

APPROVED by the Board of Trustees  
October 5, 2012

- Kiplinger's has chosen UNCSA, once again, to be in the top 100 best values in public university education;
- Applications for admission to next year's class are up and the quality of applicants is outstanding;
- Students continue to win awards and make incredible achievements;

After acknowledging all of these amazing accomplishments, Chancellor Mauceri took time to honor someone incredibly special to UNCSA – Mrs. Mary Duke Biddle Trent Semans. Mrs. Semans was with UNCSA since the beginning. Viewed as the mother of our School, Mrs. Semans was a generous philanthropist who truly loved UNCSA. A small group of our students was honored to present a musical tribute at her memorial service in Durham at Duke Chapel. A group of three musicians were accompanied by a fourth who sang "To Dream the Impossible Dream." It was truly a remarkable performance. Chancellor Mauceri concluded his report with a video clip of this performance.

### **Move to Closed Session**

**Motion:** John Crumpler made a motion to move to Closed Session to prevent the disclosure of privileged information under N.C.G.S 143-318.11(a)(1), State Personnel Records Act, Article 7 of chapter 126 of the North Carolina General Statutes and to consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee under N.C.G.S. 143-318.11 (a)(6). Rob King seconded and motion passed unanimously.

### **Return to Open Session**

Chairman Lucas reported that the board discussed a personnel matter and the potential appointment of a public officer.

### **Closing Remarks/Adjournment**

Chairman Lucas thanked everyone for their support and condolences after the passing of his grandmother, Mrs. Semans..

With no further business to discuss, the February 16, 2012 meeting of the Board of Trustees adjourned at 10:58 a.m.

Submitted by:  
Amanda Balwah  
Assistant Secretary to the Board of Trustees