

Approved by the BOT
February 15, 2013

**University of North Carolina School of the Arts
Board of Trustees Meeting
Eisenberg Social Hall, Hanes Student Commons
December 7, 2012
9:00 a.m.**

Open Session Minutes

Trustees Present

Barbara Goodmon
Claire Christopher
Charlie Lucas, Chair
Don Flow, Secretary
Isaac Green
John Williams
Michael Tiemann
Nick Correa, SGA President
Rob King, Vice Chair
Tina McGuire, Vice Chair
Paul Fulton, BOG
Linda Carlisle, Ex Officio
Phil Nelson, Ex Officio
Carrie Vickery, Honorary
Justin Eure, Honorary
Justin Poindexter, Alumni Representative
Quin Gordon, Honorary
Susan Mann, Foundation Liaison
Lynn Eisenberg, BOV Liaison

Faculty/Staff Present

John Mauceri, Chancellor
George Burnette, Chief Operating Officer
David Nelson, Provost
Jim DeCristo, Dir. of Economic Dev/External Affairs
David English, Associate Provost
Mark Hough, Chief Advancement Officer
Julie Risher, General Counsel
James Lucas, Director of Human Resources
Deb Cheesebro, Director of Campus Police and Public Safety
Cheryl Rickard, Temporary Asst. Secretary to the BOT
Shannon Henry, Internal Auditor
Marla Carpenter, Public Relations
Jason Czaja, Campus Performance Facilities
Susan Jaffe, Dean of Dance

Trustees Absent

Mariana Qubein
Noel 'Skip' Dunn
Tom Kenan, Emeritus
Sandi Macdonald, Ex Officio
Felix Ventouras, Honorary
Jen Haire, Honorary
Kirstie Spadie, Honorary
Ryan Wineinger, Honorary
David Powers, BOG Liaison

Others Present

Susan Gilmore, WS Journal

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Faculty/Staff Present (continued)

Wade Weast, Dean of Music
Joe Tilford, Dean of Design & Production
Dean Wilcox, Dean of Liberal Arts
Ward Caldwell, Dean of Students
Susan Ruskin, Interim Dean, School of Filmmaking
Jill Lane, Dean of High School Academic Program
Dale Pollock, Faculty Council Chair
Paula Pressley, Director of Individual and Planned Giving
Lisa Ransom, Development Associate
Lynda Lotich, Interim Ex. Dir. Kenan Institute for the Arts
Betsy Towns, Faculty Council Vice Chair
Katharine Laidlaw, Executive Producer
Steve LaCosse, Assistant Dean, School of Music
Elizabeth Spruill, Staff Council Chair
Lauren Whitaker, News Services Manager
Sue Ellen McNeil, Ex. Assistant to Advancement
Stephen Atkinson, University Architect
Leslie Kamtman, Music Librarian

Convening Open Session

Chairman Charlie Lucas convened the December 7, 2012 meeting of the University of North Carolina School of the Arts Board of Trustees at 9:02 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 thanked those attending during the busy holiday season. He offered congratulations to Amanda and Garnett Balwah, Assistant Secretary the Board of Trustees, on the recent birth of her baby boy, and thanked Joan Roggenkamp and Cheryl Rickard for their help in Amanda's absence.

Approval of Open Session Minutes of October 5, 2012

Motion: Don Flow moved to approve the Open Session minutes of the October 5, 2012 Board of Trustees conference call meeting. Tina McGuire seconded and the minutes were unanimously approved.

Report from Audit Committee

Committee Chair Don Flow reported that Ms. Shannon Henry, Director of Internal Audit, began the Audit Committee meeting with a report on four external audits. The reports of the UNCSA Foundation, UNCSA Housing Corp, UNCSA Program Support Corp, and the Semans Art Fund were all clean. He noted that the School's external financial State audit is still underway and is expected to be completed sometime in December. Lastly, the Audit Committee reviewed their 2012-2013 Internal Audit Plan, and reported that the field work for the cash count audit has been completed. That report will be sent to University management in the coming months. He stated that the Audit Committee is very pleased that everything is in good shape.

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Mr. Flow commented on how far the Institution has come in the five years he has been involved in the Audit Committee. He expressed appreciation for the way the School's administration has demonstrated its integrity and responsibility by implementing rigorous audit controls. He complemented the work of the Chancellor, George Burnette and his staff, and Shannon Henry.

Report from Endowment Fund Board

Chairman Lucas reported that the Endowment Fund Board reviewed UNCSCA's Endowment Funds that currently reside within the UNC Management. He reported that for the first time in several years fifteen of the twenty funds are above corpus. The Endowment Board also authorized the staff to negotiate the lease renewal of the restaurant space in the Stevens Center, subject to approval of the Endowment Fund Board via email vote.

Report from Advancement Committee

Barbara Goodmon updated the Board on the Advancement Committee meeting, and reported the following:

Advancement News:

- In addition to Mark Hough joining UNCSCA as the new Chief Advancement Officer, Amy Werner was introduced as the new Annual Fund Director, and Lauren Whitaker was welcomed as the new News Service Manager.
- The Nutcracker has set a new record for ticket sales to date. Last year's production netted more than \$200,000 for scholarships. This year the School has expanded its outreach, drawing audiences from across North Carolina.
- Important Dates to Remember:
 - April 11 – 50th Anniversary Kick-Off Celebration in Winston-Salem
 - April 20-21 – UNCSCA's Spring Dance performances in Chapel Hill as part of the Carolina Performing Arts "Rite of Spring 100" series.

Development News:

- The Advancement Committee reviewed reports on Major Gifts, status of the Annual Fund, and Alumni activities and fundraising.
- There was discussion about the importance of building capacity for an increased Advancement effort heading into the 50th Anniversary Campaign period.

Communications and Marketing:

- The Committee heard reports about new Communications and Marketing efforts that included new recruitment materials, a magazine, annual report, updated website, mobile interface apps and new signage.

Report from Finance Committee

Rob King provided the following updates from the Finance Committee meeting:

- George Burnette presented the Financial Analysis as of Oct 31, 2012 for state appropriations. He also reviewed the analysis of Trust funds – receipts and

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expenditures for auxiliary funds on campus. He reported that the School is right on track for the year.

- David English reviewed the proposed Tuition and Fee increases for 2013-2014, along with the process of the Tuition and Fees Committee, and the fact that there was good student participation throughout the process. Each Board member received a copy of the proposed increases in their Board Book. Mr. King noted that two students attended the Finance Committee meeting and provided valuable information and suggestions to increase student participation and knowledge in this process.

Motion: Per the unanimous recommendation of the Finance Committee, Rob King asked the Board of Trustees to approve the tuition and fee increases for 2012-2013 as outlined in their handout. The Board of Trustees unanimously approved the proposed tuition and fee increases as presented.

- Julie Risher presented the Committee with an amendment to the *Facilities Use Policy* regarding the relocation of the free speech area and addressing other implementation issues to accommodate Human Resources-sponsored and other special events. Each Board member was provided with the document containing the proposed amendments (attached). The Committee unanimously approved the changes.

Motion: Per the unanimous recommendation of the Finance Committee, Rob King asked the Board of Trustees to approve the proposed amendment to the *Facilities Use Policy* as outlined in the provided document. The Board of Trustees unanimously approved the proposed amendment as presented.

- Chris Boyd provided the Finance Committee with the status of the current capital projects. All Board members were provided with a summary of the Capital Project Report (attached) timeline and budget status. He noted that the School hopes to have a signed agreement with a general contractor by the end of December for the Library.

Report from Educational Planning and Policies Committee

Due to the fact that Claire Christopher had to leave the meeting early, Michael Tiemann called on those who reported at the Educational Planning and Policies Committee meeting to provide the report to the Board.

- Ward Caldwell, Dean of Students
 - Dean Caldwell reported that Student Affairs has been working on their Strategic Plan to dovetail with what the University is doing.
 - Residence Life is working on the renovation plans that will be going on this summer in some of the Residence halls (\$750K project).
 - Health Services has seen a 500 person visit increase from previous years. There is more staff available to help the students, including a new athletic trainer that can address some of the needs.

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- David Nelson, Provost
 - Dr. Nelson provided the board members with an overview of his office staff and the responsibilities of his office (document attached).
 - Each board member received a document titled *Priorities for 2012 – 2013*, with opportunities and challenges that resulted from the Chancellor's Retreat on October 22, 2012 (document attached).
 - Dr. Nelson reviewed the *UNCSA Strategic Planning 2013-23* document with emphasis on the purpose, process, goals, and priorities. The calendar has been revised due to the Chancellor's departure. Preliminary work across campus will be done the first part of 2013, including listening sessions, and when the new chancellor comes they will lead the process on campus from that point going forward. If all goes according to plan, the new Strategic Plan will be brought before the Board for approval in December 2013. The additional information on this document gave an overview of the UNC Strategic Planning process for 2012-2018, which explained their five goals for the future. Dr. Nelson noted two things to keep in mind when thinking about the Strategic Plan: 1) No item should be included unless there is funding for it, or a realistic way to raise the funding, and 2) the School should align their plan as closely as possible to the Strategic Plan of the UNC System, which should be completed in early 2013 (document attached).

- Nick Correa, President of the Student Government Association (SGA)
 - Mr. Correa reported that the students are really excited about having a voice on the campus --- in ways like serving on the Educational Planning Committee and the student forums that were held regarding Tuition and Fee increases. He related that a YouTube video was created to help deliver information to the students about the upcoming increase. To date, the video had gotten about 150 hits. Although there was not a lot of feedback, the message was cleared related to the student population. He noted that this is only the second year that students had significant input prior to the final Tuition and Fee decision, for which they were appreciative.

Mr. Tiemann also reported that Chief Cheesebro provided all the Committee (and Board) members with a copy of the Cleary Report (*2012 Security and Fire Safety Report*). He noted that the report not only was written from a statistical approach, but was also a comprehensive, thoughtful, and impressive report, whereby excellent numbers were achieved by the Police and Public Safety department.

Report from the Personnel Committee

There was no meeting of the Personnel Committee.

Report from the Governance Committee

Tina McGuire provided each Board member with a document that listed the newly elected officials from November's election, including some from the Forsyth District. She encouraged each member to place a checkmark by any of the officials they knew, sign their name, and leave the completed form for Jim DeCristo to collect. Ms. McGuire also advised Chairman Lucas the Governance Committee had an agenda item for Closed Session.

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Report from Chancellor Mauceri

Chancellor Mauceri reported on the numerous achievements and accomplishments UNCSA made since the last Board meeting. He provided the following report to the Board:

It is only been two months since we last met and, as you would expect, much has gone on here at UNCSA - both on campus and beyond. We are about to open our 46th annual Nutcracker and the excitement for this 46th time is as if it were brand new: and, of course, it is. Kids who once played Clara and the boy Nutcracker Prince are now the Sugar Plum Fairy and her Cavalier. The quality of their work, and the work of all our students and faculty, make this our proudest continuous gift to the community and to ourselves. Thanks to the marketing acumen of Katharine Laidlaw, ticket sales are more than \$16,000.00 ahead of last year at this time – That’s when we broke all previous records and made over \$350,000.00 in profit. The New Year -- and scholarship funds from this production alone -- looks to be even greener than last year.

And we have already given over 100 other performances since the opening of our first semester. We are in the middle of Intensive Arts – a time given over to the students themselves to create new art works from scratch, one of the many unique features of our curriculum at UNCSA. I hope some of you can visit these astounding and quite unpredictable events.

The school continues to win awards and its learning outcomes are crowned with astonishing achievements. The all-school film, “Molly Under the Moon” was screened twice at the Munich International Film Festival last month. That film – an original 15-minute ballet – was directed and produced by film students, acted and danced by drama and dance students, designed by D & P students, and composed and performed by UNCSA music students. On that same day, three graduate students and one faculty member were working with me in Copenhagen where I was leading two concerts with the Danish National Orchestra in music composed in Hollywood for the films of Alfred Hitchcock. One of the students wrote to me this morning and said, “Chancellor Mauceri, thank you for allowing us to share this experience with you. It was truly unforgettable, and life changing.” The first of these two concerts was broadcast and streamed on the Internet to the entire world.

And speaking of the entire world, 11th grader, Ian McVoy, won the International Harp Competition in Mexico City, Mexico. And our all-school television production of Rodgers & Hammerstein’s Oklahoma! won the National Educational Telecommunications Association Award. Our staging of Oklahoma! -- which involved over 400 of our students -- brought in over \$1 million at the box office and the television version has been seen by more than 100,000 people.

Edwin Martinat – one of our most beloved alumni -- who will once again reprise his hilarious and much-loved Mother Ginger in The Nutcracker and is currently assistant director of High School Life in the Division of Student Affairs – was awarded the Erskine Bowles Staff Service Award for the entire UNC system. This award is given to a staff member “who has shown exemplary understanding, empathy, and devotion to mankind.” Edwin represents the very best of who we are and who we aspire to be as citizen artists from UNCSA.

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We have honored our beloved friend Gerald Freedman, by naming the Thrust Theatre the Gerald Freedman Theatre in a passing of the torch ceremony that also celebrated Dean Carl Forsman's debut production – the vastly complex drama, "Detective Story." Present for the event were Dane DeHaan and his wife and fellow alum Anna Wood. Dane can be seen right now in the opening scenes of Stephen Spielberg's Lincoln, and has just been cast in the next Spiderman film. He played Baby John in our West Side Story.

Dean Carl is currently directing Glengarry Glenn Ross at the Asolo Repertory Theatre in Sarasota, Florida, the largest repertory theatre in the Southeastern United States, and Gerald is training our young actors in George Bernard Shaw's Major Barbara.

Former Dean of Dance, Ethan Stiefel, who is currently serving as Artistic Director of the Royal New Zealand Ballet, invited faculty artist Howard Jones, to design his new production of Giselle. The title role was danced – for the very first time – by alumna and ABT principal dancer, Gillian Murphy. International dance critics have called it the greatest Giselle they have ever seen.

And speaking of alumni and dance, Jim Vincent, who studied both ballet and contemporary dance at UNC-SA, has been appointed Executive Creative Director of Walt Disney Imagineering. Jim is the former head of the Netherlands Dance Theater and now gives creative leadership to the greatest entertainment and art organization in the world. Jim's personal portfolio includes management of all Disney entertainment in Asia including Tokyo Disney Resort (Disneyland) and Hong Kong Disneyland.

And speaking of Disney, last night, drama alumnus, Peter Hedges, brought us his magical film The Odd Life of Timothy Green, which he both wrote and directed for Disney. Peter received the UNC-SA Alumni Achievement Award and spent time with students in drama and filmmaking. Flying back to the US from Copenhagen last week, Peter's film was showing on all the screens in our airbus. I smiled quietly to myself with pride for our wondrous school.

Next week, Provost Nelson will fly to Istanbul with faculty members Betsy Towns, Sheila Browne, Dean Susan Ruskin, and Lynda Lotich of the Kenan Institute for the Arts where they will join colleagues from UNC-Chapel Hill (including Emil Kang) and Duke University. Once there, they will meet with artists and representatives from three Turkish universities. Sponsored by the Kenan Institute's ART \ Islam project as well as the US Consulate in Istanbul, the two day Istanbul Roundtable is designed to foster cross-cultural artistic collaborations, and faculty and student exchanges.

And now back to Winston Salem:

If all goes as planned, we should sign a library construction contract by December 31, with construction starting in January 2013. The anticipated completion of the library is March/April 2014.

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Bids for the Film building will be opened on December 11, contract for construction in January 2013 and construction to start in February 2013. The anticipated completion of the film building is March/April 2014.

Campus Police and Central Storage are still waiting for State Construction Office's final approval. Most likely construction will not start before March 2013, with an anticipated completion date of April/ May 2014.

*As for the Chancellor's Office: We are continuing our work with our Board of Governors and our dedicated and much appreciated friends, Paul Fulton and David Powers. We have plans to meet all of our local elected representatives on Monday. We have recently met and reported to our Board of Visitors. Plans for the kick-off our 50th anniversary gala in April are coming together for an event in Winston-Salem, followed by our three performances as part of UNC Chapel Hill's year-long celebration of the centenary of Stravinsky's *The Rite of Spring*.*

We continue our work to complete the unfinished portion of our Fletcher Opera match – which is a mere \$200,000.00 away. Once we have secured this final \$200,000.00, and the various matches associated with it, we will have achieved the \$5 million dollars to be matched by the Fletcher Foundation and giving that program the \$10 million envisioned by Jim and Barbara Goodmon. We can then welcome the new chancellor with no debt whatsoever, since we will have successfully paid off all other promises and obligations inherited by my administration and me.

We have reached out to Novant who are interested in partnering with us, as well as the US Army. I believe we will finally have a true relationship with our US military, based on a series of conversations I have had with Col. Michael Rave, the medical doctor who already has a scholarship in our music school. We are looking to do two things here: bring our students and their art to the families stationed here in North Carolina and develop healing methods for our soldiers using both medical as well as artistic practices.

Director of Development, Mark Hough, and I are working closely together so I can introduce him to all the contacts I have made over the past six and a half years as chancellor. We started last month in New York and hopefully will continue with trips planned for Los Angeles, Washington, D.C., Chicago, New York and of course North Carolina.

*We are in the final editing phase of our next television broadcast, *Much Ado About Nothing*, as well as Act Two of *Swan Lake* and Larry Kiegin's magnificent new dance piece, *Kingdom*. We expect that *Much Ado* will be broadcast in March, but do not have a date yet.*

Last month, Dean Jaffe, Katharine Laidlaw, Mark Hough and I were at a series of performances and symposia at Chapel Hill to kick off the yearlong international festival celebrating the centenary of the world premiere of Stravinsky's "Rite of Spring." Susan and I served on a panel with Yo Yo Ma, Basil Twist, world Russian music expert, Richard Tarkuskin and the Silk Road Ensemble. UNCSA and its Schools of Dance, Music and Design & Production will be the only school performing at this festival, which includes the Cleveland Orchestra, the Mariinsky Orchestra of St. Petersburg with Valery Gergiev conducting, the Joffrey Ballet and the Martha

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Graham Dance Company. These performances on April 20 and 21 will mark the statewide branding of UNCSCA's 50th Anniversary Celebrations.

In addition I have been asked to co-teach a course, with former UNC Chancellor Jim Moeser, at Chapel Hill's Friday Center for Continuing Education, on the Rite of Spring and its importance in cultural history. I have begun writing a blog for the Huffington Post and have already posted three articles on education, music and history – all of it in preparation for my work on two books that I hope to complete next year.

When I last saw you, I had just returned from Rio where I conducted the national orchestra of Brazil. Having just returned from Copenhagen, where I conducted Denmark's national orchestra, I can report that I got to meet with the former Danish Ambassador to the United Nations, and the former Minister of Energy who currently works for the United Nations on world health issues. In addition, I shared Thanksgiving Dinner with our current US ambassador to Denmark, the honorable Laurie Fulton, and the CEO of Microsoft, International and his children, and was able to share with them my unbridled enthusiasm for UNCSCA. Eight UNC Chapel Hill juniors, who were spending the year abroad, attended one of my concerts, which made a total UNC delegation of 12, not counting the principal flute of the orchestra, Ulla Millaman, who is an alumna of both our high school and college music programs. What a Thanksgiving we all had!

During these past weeks, Betty has been baking cookies for the Nutcracker kids and I have been writing recommendation letters for our high school seniors.

In the coming months I will be reporting to you about the many invitations I have recently received. In January, there will be a major announcement of a new orchestra being created for me as well as invitations to return to Cologne, London and Los Angeles. When you all meet again, in February, I will be in Bilbao, Spain where the 200th anniversary of the birth of Giuseppe Verdi will be celebrated with a production of Verdi's epic opera, les Vêpres Siciliennes.

Wherever I go, I will attempt to represent the very highest standards of a committed citizen artist, one who has been honored to serve this institution and the thousands of young artists who lived, studied and were inspired on this magic hill during my time here.

There is always more to tell, but I did want to reassure you that I shall always support our school -- the great IDEA of this school -- and the precious students who populate it and who trust us with their talent and with their lives. We are here to train great citizen artists.

They are the reason we are all here. We shall never let them down and we shall always fight to create the very best environment for their training, because our future as a civilized society depends on them.

Thank you.

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Move to Closed Session

Motion: Don Flow made a motion to move to Closed Session Prevent the disclosure of privileged information under N.C.G.S. 143-318.11(a)(1): 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), and for the purposes of discussing Internal Auditor's work papers, under Section 116-40.7 of the North Carolina General Statutes. Nick Correa seconded the motion and it was unanimously approved.

Return to Open Session

Chairman Lucas reported that the board discussed an Internal Audit item, the appointment of public officers, and addressed a Human Resources' issue and the contents of the personnel file for a State employee.

Other Business

Chairman Lucas advised that, as previously discussed, he would be stepping down as the Chair of the Board of Trustees effective December 31, 2012.

Motion: In the absence of Claire Christopher, Chair Lucas communicated on behalf of the Nominating Committee their recommendation to appoint Vice Chair, Rob King, to succeed him as Chair of the Board effective January 1, 2013. The recommendation was unanimously approved.

Closing Remarks/Adjournment

Chairman Lucas thanked everyone for their time and commitment. With no further business to discuss, the December 7, 2012 meeting of the Board of Trustees adjourned at 10:30 a.m.

Submitted by:
Cheryl W. Rickard
Temporary Assistant Secretary to the Board of Trustees