

APPROVED by the Board of Trustees
December 6, 2013

**University of North Carolina School of the Arts
Board of Trustees Meeting
Eisenberg Social Hall, Hanes Student Commons
September 27, 2013
9:00 a.m.**

Open Session Minutes

Trustees Present

Rob King, Chair
Stephen Berlin
Don Flow, Secretary
Charlie Lucas
Elizabeth Madden
Greer Cawood
Isaac Green (phone)
Michael Tiemann
Erna Womble
Joseph Blankinship, SGA President
Sandi Macdonald, Ex Officio
Tom Kenan, Emeritus
Phil Nelson, Emeritus
Susan Kluttz, Secretary of Cultural Resources
Susan Mann, Foundation Liaison
Lynn Eisenberg, BOV Liaison
Justin Poindexter, Alumni Representative
Quin Gordon, Honorary

Faculty/Staff Present

James Moeser, Interim 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
Rich Kucharski, General Counsel
James Lucas, Director of Human Resources
Amanda Balwah, Asst. Secretary to the BOT
Marla Carpenter, Public Relations
Chris Boyd, Vice Chancellor of Facilities
Betsy Towns, Faculty Council Vice Chair
Dolores Watson, Staff Council Chair
Wade Weast, Dean of Music
Ward Caldwell, Dean of Students

Trustees Absent

Claire Christopher
Noel 'Skip' Dunn
Mariana Qubein
Justin Eure, Honorary
Leroy Lail, BOG Liaison
Ryan Wineinger, Honorary

Others Present

Jennifer Young, WS Journal

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Faculty/Staff Present (continued)

Joan Roggenkamp, Executive Assistant to the COO
Delores Harris, Human Resources
Leslie Kamtman, Semans Library/Faculty Council
Jason Czaja, Campus Performance Facilities
Lisa Ransom, Advancement
Cindy Liberty, Director of Foundation
Shannon Henry, Internal Auditor
Jack Miller, Assistant Dean of Design & Production
Carl Forsman, Dean of Drama
Susan Ruskin, Interim Dean of the School of Filmmaking
Lynda Lotich, Program Director, Kenan Institute
Dean Wilcox, Dean of Liberal Studies
Suzanna Watkins, Dir. of Ed. Outreach & Summer Programs
Corey Madden, Executive Director, Kenan Institute
Jonas Silver, Director of Alumni Affairs
Deb Cheesebro, Director of Campus Police and Public Safety
Jennifer Wells, Associate Director of H.S. Student Life
Jose-Pablo Salas Rojas, Ex. Asst. to Chief Advancement
Officer

Convening Open Session

Chairman Rob King convened the September 27, 2013 meeting of the University of North Carolina School of the Arts Board of Trustees at 9:00 a.m. A quorum was confirmed. Chairman King 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.

Joseph Blankinship, President of the Student Government Association, made a conflict known. He is the son of a faculty member in the School of Design & Production whose rank will be voted on during Closed Session. He announced that he will not participate in the discussion of Faculty Rank and will abstain from the vote.

Chairman King welcomed new trustees Stephen Berlin, Joseph Blankinship, Greer Cawood, Elizabeth Madden and Erna Womble. He also introduced Rich Kucharski, an attorney from General Administration serving as Counsel for the day, Corey Madden, the new Executive Director of the Kenan Institute for the Arts, Betsy Towns, Chair of Faculty Council and Dolores Watson, Chair of Staff Council

Oath of Office

Ramona Richmond, Notary Public from Residence Life, administered the Oath of Office to Mr. Berlin, Mr. Blankinship, Ms. Cawood, Ms. Madden, and Ms. Womble.

Election of Secretary

MOTION: The Nominating Committee moved to appoint Don Flow Secretary to the Board of Trustees. Stephen Berlin seconded and the motion was unanimously approved.

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Approval of Open Session Minutes of May 3, 2013 and July 10, 2013

MOTION: Don Flow moved to approve the Open Session minutes of the May 3, 2013 and July 10, 2013 Board of Trustees meetings. Michael Tiemann seconded and the minutes were unanimously approved.

Report from Audit Committee

Committee Chair Don Flow reported that the Audit Committee discussed the following:

- UNCSA Foundation Audit Report, which was a clean audit.
- Office of the State Auditor (OSA) Investigative Report, which was completed in response to allegations received by OSA concerning the misappropriation of state property by the Chief Information Officer (CIO). Three findings were reported:
 - The CIO misappropriated a school computer.
 - The CIO did not follow school policies for safeguarding and tracking IT equipment.
 - Supervisory approval is not currently required for equipment purchases.University management has responded to each finding/recommendation and will ensure the appropriate corrective measures are put in place to mitigate the risk of any further occurrences of this type. Internal Audit will review the University's corrective action plan to evaluate the University's progress toward resolving the findings.
- Internal Audit is prepping for the required Quality Assessment Review. As part of this, two new policies were presented by Shannon Henry, Internal Auditor:
 - Quality Assurance & Improvement Program Policy, which was approved by the Audit Committee and University Management Control Policy, which needs Trustee approval.
- The Audit Committee also reviewed the UNCSA Internal Audit Universe and accompanying Internal Audit Risk Assessment. The Committee would like UNCSA management to use these documents to manage risk exposures not currently covered by Internal Audit and/or other external assurance providers.
- The Committee reviewed and approved the 2013-2014 Internal Audit Plan.

MOTION: The Audit Committee moved to approve the University Management Control Policy. Charlie Lucas seconded and the Policy was unanimously approved.

Report from Endowment Fund Board

Chairman King reported that the Endowment Fund Board did not meet.

Report from Advancement Committee

Committee Chair Michael Tiemann reported that the Advancement Committee had a quorum and approved the minutes of the last meeting. The committee discussed the upcoming 50th anniversary of the School's founding, as well as the Advancement Department's need to continue building capacity. Mr. Tiemann then called on Mark Hough, Chief Advancement Officer, to elaborate on these two topics.

Mr. Hough reviewed Advancement's ambitious calendar for the academic year, which includes over 65 events. The 50th anniversary celebration is scheduled for May 5, 2014; more details are to

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come. In addition, it should be noted that the department received the CASE (Council for Advancement and Support of Education) award for most improved advancement program in the country and has been named the third most efficient program in the system (after UNC-Chapel Hill and NC state).

Report from Finance Committee

Committee Chair Charlie Lucas reported the following from the Finance Committee meeting:

- George Burnette, Chief Operating Officer, presented the Financial Analysis as of June 30, 2013. The School was able to maintain 100% of these funds. He also presented the Financial Analysis as of August 31, 2013 for UNCOSA's operating account. The budget is on track for the fiscal year.
- The school is currently under enrolled by 14 students, but this is a manageable number.
- Mr. Burnette also presented the Financial Analysis as of June 30, 2013 for the Institutional Trust Funds. All accounts meet budgeted expectations and there are no anticipated surprises.
- Chris Boyd, Associate Vice Chancellor for Facilities Management, gave a construction update. The new library is 58% complete; the Campus Police Building is 14% complete; Central storage is 18% complete and the Film Production Facility is 40% complete with most of the masonry and steel up.
- Mr. Boyd also presented the 2013 R&R Approved Project list. At the top of the list is making improvements to the high voltage infrastructure on the west portion of Main Campus.
- Information regarding the UNC System-wide Lighting Performance Contract was reviewed by the committee. This will be about a \$20-\$25M project for the system and UNCOSA's part of the project is estimated to cost between \$800K and \$1.2M. The cost of the project is being supported through the resulting energy savings with a maximum contract term of 7 years. The financing RFP is scheduled for January 2014.

Report from the Personnel Committee

Michael Tiemann reported in Mariana Qubein's absence. The Personnel Committee had a very efficient meeting that included a thorough Title IX update. James Lucas, Director of Human Resources, introduced the committee to Delores Harris, UNCOSA's Deputy Title IX Coordinator. They reviewed the new Title IX Policy that has been vetted by General Administration; the policy and UNCOSA are both fully in compliance with all Title IX rules and regulations. Training has started on campus and soon all employees will be educated on Title IX. The Committee will present one item in Closed Session.

Report from Educational Planning and Policies Committee

Board Chairman Rob King called on Joseph Blankinship to provide an update on the happenings within the Student Government Association (SGA):

- The SGA continues to grow and expand. This year the organization is up to eighteen (18) members, the largest in the SGA's history.
- Ten (10) of these members are executives, meaning they are full-time members; eight (8) are associate or part-time members.

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- All ten of the executive members served as orientation leaders this academic year and are on the judiciary committee.
- SGA is working on an integrity pledge, which is an initiative of the Academic Integrity Policy.
- SGA held its first town hall meeting last month, with two more scheduled for the academic year. The meetings give students a forum to ask questions, air concerns and provide feedback.

Dean Caldwell, Dean of Students, reported the following:

- Residence Life has started the Saturdays in Service program in which students, faculty and staff participate in volunteer projects throughout the community. Two have already been completed this year: litter pick-up in Washington Park and a project with the Second Harvest Food Bank.
- Residence hall renovations for the dorms adjacent to the Hanes Student Commons were completed right before the start of fall term. The total cost of the project was \$769k.
- Center Stage Building 200 will come offline next summer for minor repairs and renovations.
- Residence Life has been invited to participate in an international symposium at Wake Forest University to present the departments Residence Life Curriculum.
- Occupancy in the college dorms is at 101% and 99.5% in the high school dorms.
- The department is instituting a core survey to analyze alcohol and drug use on our campus. The survey will also ask students about their perceptions of use on campus. The survey will be administered in October and the feedback will be used to create programs to address campus needs and concerns.
- A Fighting Pickle Team has been assembled and will participate in the Tour to Tanglewood to raise funds and awareness for MS research.
- Counseling and Testing Services has hired two new counselors and one new case manager.
- Counseling is continuing to teach sessions on e-CPR (emotional CPR) to enable faculty, staff and students to respond to those in need of emotional support and counseling.
- Blue Cross and Blue Shield is now UNCSCA's default medication insurance provider.
- The campus had a pertussis scare, but after extensive testing, both students were found to be negative.
- The Registrar's Office is implementing new technology to allow things like transcript requests and graduation applications to be completed online.
- Admissions processed 1,755 applications for the incoming class.

David Nelson reported the following during his Provost report:

- UNCSCA currently has 1182 students enrolled; this is the largest number in the school's history.
- The Strategic Planning Committee is hard at work. Provost Nelson encouraged everyone to read the report included in their materials as they will be asked for feedback.
- The SACS response team is working on UNCSCA's response to the warning received. They are clarifying matters related to faculty size, institutional effectiveness, the Quality

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Enhancement Plan (QEP) and how we receive and record student grievances. UNCSCA had a good meeting with Mark Smith from SACS. The report is due March 8th, SACS reviewers will visit the campus April 8th -10th, and then the reviewers will make a recommendation; SACS will respond to UNCSCA in early July. This process will lead into our 10-year review in 2016.

- Corey Madden, the new Executive Director of the Kenan Institute for the Arts, was introduced, as was Suzanna Watkins, the new Director of Educational Outreach and Summer Programs.
- Carol Strohecker, Executive Director of the Center for Design Innovation, has submitted her resignation. She has accepted a post in the Provost's Office at the Rhode Island School of Design. Scott Betz of WSSU will serve as Executive Director in the interim. He is also co-chairing the search committee with Jim DeCristo.
- Planning is under way for the Center for Teaching and Learning, which will be housed on the 2nd floor of the new library.
- Faculty Rank will be discussed in Closed Session.

MOTION: The Educational Planning Committee moves to approve The Centers and Institutes Policy. The policy was unanimously approved.

MOTION: The Educational Planning Committee moves to approve the strategic planning mission statement. The motion was unanimously approved.

Report from the Governance Committee

Board Chairman Rob King announced that Charlie Lucas will Chair the Governance Committee during the 2013-2014 academic year.

Jim DeCristo reported that the committee did not have a quorum, so no official business was conducted. The committee did discuss the structure of the Board of Trustees and how UNCSCA is unique with ex officio representatives from Cultural Resources and the NC Symphony. The group also looked at board terms and vacancies (we currently have no vacancies) and discussed plans for the 50th anniversary celebration.

Report from Chancellor Moeser

Interim Chancellor James Moeser highlighted the conversations he had with key people at UNCSCA; these conversations, along with his reading of A Passionate Preference, encouraged him to take on the challenge of serving as Interim Chancellor. Since August 1st, he has spent a lot of time listening to and learning from faculty, staff, deans and members of the administration. He has learned about the people, programs and culture of UNCSCA and is committed to taking on the task of building a new atmosphere at the School over the next nine months. His goals include:

- Ensuring that UNCSCA has a successful Chancellor search
- Building a culture of excellence
- Breaking down the silos of the arts school
- Focusing on the citizen artists and what our students can contribute to society

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- Establishing of a common 1st year reading program

Chancellor Moeser charged the Board with finding ways to increase fundraising capacity and discovering new ways to become more entrepreneurial. Being entrepreneurial will work to create more revenue streams, which is important politically, to show UNCOSA's importance in the state's economy.

Chancellor Moeser concluded his report by quoting the work of Jim Collins in his monograph: *Good to Great and the Social Sectors*. He provided a copy for each Trustee and encouraged them to read it and perhaps apply his five concepts to UNCOSA.

Move to Closed Session

MOTION: Charlie Lucas moved to go into Closed Session to prevent the premature disclosure of an honorary degree, scholarship, prize or other similar award under N.C.G.S. 143-318.11(a)(2), to establish or instruct the staff or agent concerning the negotiation of the price and terms of a contract concerning the acquisition of real property under N.C.G.S. 143-318-11(a)(5), 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). Don Flow seconded and the motion was unanimously approved.

Return to Open Session

Chairman King reported that the Board discussed a real estate matter and a personnel issue.

Other Business

Chairman King acknowledged Lynn and Barry Eisenberg, who recently received the Outstanding Service Award from the Winston-Salem Arts Council. He also announced that Wade Weast has been appointed to the Winston-Salem Arts Council Board and Stephen Berlin has been elected President of that board.

He also reviewed the performance calendar and encouraged the board to attend as many performances as they can.

Closing Remarks/Adjournment

With no further business to discuss, the September 27, 2013 meeting of the Board of Trustees adjourned at 11:11 a.m.

Respectfully submitted by:
Amanda G. Balwah
Assistant Secretary to the Board of Trustees