

UNIVERSITY OF NORTH CAROLINA
SCHOOL OF THE ARTS

Board of Trustees Meeting
Friday, December 4, 2015
9:00 a.m.

Open Session Minutes

Trustees Present

Rob King, Chair
Michael Tiemann, Vice Chair
Erna Womble, Secretary
Stephen Berlin
Allison Burkholder, SGA President
Greer Cawood
Phillip Horne
Mark Land
Ralph Womble
Justin Poindexter, Alumni Representative
Sandi Macdonald, Ex Officio
Chris Chapman, Foundation Liaison
Judy Watson, BOV Liaison

Faculty/Staff Present

Lindsay Bierman, Chancellor
George Burnette, Chief Operating Officer
David Nelson, Provost
Jim DeCristo, Chief of Staff
David English, Vice Provost
David Harrison, General Counsel
Ed Lewis, Chief Advancement Officer

James Lucas, Director of Human Resources
Corey Madden, Ex. Director of the Kenan Institute
Leslie Kamtman, Staff Council Chair
Karen Beres, Interim Dean of Music
Ward Caldwell, Dean of Students
Carl Forsman, Dean of Drama
Michael Kelley, Dean of D&P
Dean Wilcox, Dean of Liberal Arts

Convening Open Session

Chairman Rob King convened the December 4, 2015 meeting of the University of North Carolina School of the Arts Board of Trustees at 9:03 a.m. Mr. 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. He welcomed all guests and Trustees, including Ann Maxwell, UNCSA's BOG Liaison.

Trustees Absent

Charlie Lucas
Skip Dunn
Elizabeth Madden
Tom Kenan, Emeritus
Susan Kluttz, Ex Officio
Phil Nelson, Emeritus

Faculty/Staff (Continued)

Elaine Pruitt, Interim Dean of High School Programs
Amanda Balwah, Asst. Secretary to the BOT
Marla Carpenter, Director of Communications
Lynda Lotich, Assistant Dir. Kenan Institute
Jason Czaja, Campus Performance Facilities
Cindy Liberty, Foundation Executive Director
Joan Roggenkamp, Executive Asst. to COO
Katharine Laidlaw, Chief Marketing Officer
Javon Lee, Internal Auditor
Suzanna Watkins, Director of Summer Programs
Lauren Whitaker, News Services Manager
Delores Harris, Title IX Coordinator
Nita Mixaykham, Deputy Title IX Coordinator

Other Guests Present

Ann Maxwell, BOG Liaison to UNCSA
Members of the UNCSA Board of Visitors

Approval of Open Session Minutes from September 25, 2015

MOTION: Ralph Womble moved to approve the Open Session minutes of the September 25, 2015 Board of Trustees meetings. Michael Tiemann seconded and the minutes were unanimously approved.

Report from Chancellor Biermann

Chancellor Bierman welcomed Ann Maxwell, UNCSCA's Board of Governor's liaison. He went on to highlight the work of the Thomas S. Kenan Institute for the Arts, which includes aiding Winston-Salem in being named one of two cities in the nation chosen for the inaugural Community Innovation Labs, developed by EmcArts in New York. This project will explore an adaptive change framework to help the city address complex social challenges. The first workshop was held in November, with a second one starting December 4th.

Another Kenan project that aligns with its Arts and Society Initiative is a documentary solo theatre project, directed by Corey Madden, called *And So We Walked: An Artists Journey along the Trail of Tears*. A Cherokee actress and her documentarian father retrace the steps of their ancestors from their homestead in Murphy, North Carolina to their present home in Oklahoma. Next summer, a creative co-laboratory involving *Unto These Hills* (Cherokee, NC) and Native Voices (Los Angeles, CA) will be established, involving faculty from UNCSCA's School of Drama.

Chancellor Bierman thanked the Trustees for approving the Institution's five-year strategic action plan at the September meeting. Twelve committees are hard at work to meet the first year's goals. In addition, UNCSCA's new website is set to launch in a couple weeks. Chancellor Bierman thanked Claire Machamer and her digital media team for all of their hard work in creating a site on a fully responsive platform that functions across all devices, with compelling content that includes artistic photographs and stunning videos. He went on to share the following statistics to better illustrate the scope of this project:

- 2988 photos to showcase the people of UNCSCA and level of art and instruction that happens here
- 290 student, faculty and staff video commentaries in our new virtual tour
- 43 locations available for walking or driving directions in our virtual campus map
- 15 in-depth feature stories to initiate an alumni story franchise
- 4 new members of the Digital Media team responsible for maintaining and evolving our online campus
- And 1 compelling new platform to tell our story like never before

In addition to the website, UNCSCA launched captivating marketing campaigns, utilizing social media and eye-catching billboards to engage new audiences.

Chancellor Bierman went on to highlight the good things happening at UNCSCA:

1. **The Advancement office gains momentum.** The Advancement Staff reports a 71 percent increase in new donors over this time last year. That's 324 people making their first gift to the School of the Arts so far this year. Halfway through the fiscal year, and having just begun what is historically the biggest fundraising month, UNCSCA is tracking ahead of last year in gifts to the Annual Fund. That is an amazing report for an understaffed advancement division

2. **The Kenan Institute is getting more to give more.** The Institute has raised nearly 95 percent of its annual goal of \$135,425.
3. **UNCSA has deepened its ties to Penland.** The William R. Kenan Jr. Charitable Trust has made a gift of a three-year grant in the amount of \$250,000 to Penland School of Crafts to launch the Kenan Visual Arts Center Career Pathways Partnership, in collaboration with UNCSA and the Kenan Institute. This benefits the high school students in the Visual Arts program, who go on to the some of the best college programs in the world.
4. **The Chancellor made the cut.** Chancellor Bierman joined Steve Berlin, Ralph Womble, Don Flow, JD Wilson and many other friends and colleagues on Triad Business Journal's list of most influential people in the Triad. The Chancellor will be profiled by the publication after the start of the year, another terrific opportunity to raise the school's profile among the business community.
5. **"America's Quintessential Ballerina" has spoken.** Dean of Dance Susan Jaffe was recognized by the leading industry publication Dance Magazine in its monthly feature, Advice from the Board. She offered this advice for dancers to stay healthy during Nutcracker season: "Doing the same choreography over and over, it's easy to lose focus, which can lead to injury. Do a good class each morning to get really aligned. And use the challenge to find more of your creative juices in each performance." That's good advice for performers who train harder than most football teams.
6. **UNCSA is expanding NC-NY career pathways.** As part of its Career Pathways Initiative, all eight of the Kenan Fellowship programs were represented at a convening by Lincoln Center Education in October. The conference sought to inspire dialogue and inquiry around current programs, to bridge the gap between school and career.
7. **UNCSA is expanding its partnership with Lincoln Center.** The School of Music, through its Chrysalis Chamber Music Institute, has cemented its partnership with Chamber Music Society of Lincoln Center. Six musicians from CMS visited campus in October for master classes, workshops and a concert, and additional artists (including alumnus Richard O'Neill) will visit the school in January for another round of terrific opportunities for the Chrysalis fellows. In the spring, some of our students will travel to New York for master classes and coaching at Lincoln Center.
8. **UNCSA alumni are once again getting Oscar buzz.** UNCSA is proud to have our alumni connected with several Oscar contenders, including 99 HOMES, ME AND EARL AND THE DYING GIRL, I'LL SEE YOU IN MY DREAMS, and OUR BRAND IS CRISIS. UNCSA alumni have worked on some of the year's biggest blockbusters, including STAR WARS: THE FORCE AWAKENS and BRIDGE OF SPIES.
9. **UNCSA alumni are represented (as usual) on major networks.** UNCSA has a growing list of alumni whose work can be seen on the small screen, and we can add D&P alumnus Paul Tazewell to that list. He designed the costumes for NBC's live production of "The Wiz," which aired last night. Paul has been nominated many times for Tony Awards, and is the recipient of multiple Helen Hayes Awards and Lucille Lortel

Awards, in addition to a Princess Grace Statue Award. And it should be noted that Paul designed the costumes for the hottest ticket on Broadway and possibly the world—the blockbuster musical Hamilton.

10. **The alumni are coming!** This fall, UNCSA was pleased to welcome back to campus such alumni luminaries as Gillian Murphy, Joe Mantello, Camille A. Brown, and Jordan Brown. Camille is one of two alumni recently named United States Artists Fellows, and Jordan, who has graced Chicago's most prestigious stages, was master clinician for the recent on-campus meeting of the state chapter of the National Association of Teachers of Singing.
11. **UNCSA lit up the White House.** In October, student, faculty and alumni of Design and Production traveled to our nation's capital to light the White House for its annual Trick or Treat event for local school children and military families. This was a terrific opportunity for D&P, and we got a lot of mileage out of it. The national distribution of our press release landed on 224 websites with a potential audience of 12.5 million, and it was picked up by a few trade publications that service the entertainment technology industry. On Facebook, our posts reached more than 200,000 and the video has been played more than 40,000 times. And we've been invited back.

Chancellor Bierman concluded his remarks with a discussion of the \$2 billion state bond referendum that will be on the March 15, 2016 ballot. More than half of the bond package will benefit higher education, with the majority of the funding going toward new construction for 14 UNC System Schools. UNCSA is designated to receive \$10.9 million of repair and renovation funding, which would be used to repurpose the old library and to make urgent, mission critical upgrades to Performance Place.

Report from the Audit Committee

Steve Berlin, Audit Committee Chair, reported that the Audit Committee met on Tuesday, December 1st. During their meeting, they reviewed the following:

- The UNCSA Housing Corporation Financial Statement Audit and Program Support Financial Statement Audit for fiscal year 2015 were completed. Both entities received clean audits.
- The UNCSA Financial Statement Audit for fiscal year 2015 was completed and the school received a clean audit.
- The 2015-16 audit plan was reviewed. The Housekeeping Audit is now complete. The results were largely based on a survey that was distributed to campus. UNCSA will address a number of items that came out of that audit through a plan that has already been implemented. The Audit Committee will continue to monitor the progress of this Audit and action plan.
- The IT Performance Audit is wrapping up and should be completed by our next meeting.

Report from the Endowment Fund Board

Rob King, Chairman of the Endowment Fund Board, reported the following:

- Lisa McClinton, Controller, presented the Investment Summary ending September 30, 2015. All funds are continuing to do well.
- The Board approved to combine two Fletcher Endowments into one: the Fletcher Opera Endowment Fund and Fletcher Opera Matching Gifts Fund.

Report from the Advancement Committee

Michael Tiemann reported the following from the Advancement Committee:

- Advancement is ahead of its record breaking pace from last year in two categories:
 - Annual Fund
 - Temporary Restricted
- Fundraising is slightly behind the pace of last year due to an unexpected large gift.
- The Advancement Office is actively interviewing candidates to fill several position. An Administrative Assistant position was recently filled by Scott Schumpert, an alum from the Performing Arts Management graduate program.
- The Advancement Office is currently working on modifying and streamlining their format for fundraising. They want to provide more thorough support and guidance to better assist donors with their philanthropic reach.
- Tickets are currently on sale for the Next Now gala and scholarship fundraiser, which is scheduled for April 30th. The goal is to raise \$50K for scholarship funds.
- There are several other events and luncheons occurring throughout the year to engage different groups in scholarship fundraising.
- Alumni relations are continuing to strengthen. Three events have been held just this semester – one in Washington, DC, one in New York City, and a third on campus. The New York event had representation from every school in every decade.
- The Foundation is continuing to host luncheons and guest artist fundraisers to support scholarships.
- Board of Visitors Chair, Judy Watson, is working closely with the Chief Advancement Officer to further engage the BOV and the BOT; there will be a more thorough report of these efforts at the next Trustee meeting.

Report from the Finance Committee

Phillip Horne reported in Elizabeth Madden's absence. During the Finance Committee meeting, George Burnette presented the Financial Analysis for October 31, 2015 for the schools operating account. Currently we are in good shape and spending is on track. Mr. Burnette also gave legislative and construction updates. Details are in everyone's materials.

Mr. Horne called on Dr. David English to report on the work of the Tuition and Fees Committee. He reminded the board of the change in approval process that passed a year and a half ago in order to align with the general fund legislative process. Tuition and fees are now approved on a 2-year biennium, meaning last year's approval was for 2015-16 and 2016-17. This year, the Tuition and Fees Committee looked at fees at the campus level, which are authorized by the Board of Trustees. The committee made three recommendations:

- Enact a \$5 One Card replacement fee for students who want to update their card with a new picture, or because the card is worn. Currently, all students are charged a \$15 replacement fee, but many felt this fee was high for those who had not lost their card but would like to update it.
- The School of Drama currently charges a \$10 script fee for rights and photocopying of scripts for student productions. This is the smallest fee charged by any of the arts schools and the Committee recommends increasing this to \$20 to adequately cover these costs.
- Students were charged a \$200 per year facilities debt service fee for renovations to the Hanes Student Commons. That debt has now been paid in full and the committee recommends eliminating that fee.

The Finance Committee approved these recommendations of the Tuition and Fees Committee.

MOTION: The Finance Committee approved the recommendations of the Tuition and Fees Committee as presented, and brought that approval to the Board of Trustees in the form of a motion. Michael Tiemann seconded and the fee adjustments were unanimously approved as presented.

Report from the Personnel Committee

Michael Tiemann, Committee Chair, reported the following from the Personnel Committee:

- Several staff members have participated in Title IX trainings to aid in the Title IX education and training work on UNCSA's campus.
- Nita Mixaykham has been named Deputy Title IX Coordinator. She is taking these duties over from Thomas Espenschied.
- UNCSA will adopt new software in January called Safe Haven. It is an online program for faculty, staff, and students that is designed to educate on matters related to Title IX at traditional 4-year universities. The first year will provide an introduction and initial training session; each following year, new modules will be introduced with mandatory refreshers and policy review to be completed by every faculty, staff and student on campus. The software will address sexual assault, as well as drug abuse. Next academic year, this training will be one of the first things students do when they arrive on campus.

Report from the Academic & Student Affairs Committee

Greer Cawood, Committee Chair, reported the following from the Academic and Student Affairs Committee:

- Gregory Harris, UNCSA's Campus Police Chief, presented the CLERY crime statistics for the last year. A comparison chart demonstrated that there are no incidents of violent crime, or increases of crime related events, on UNCSA's campus.
- Thomas Espenschied and Delores Harris provided a Title IX update for the committee.
- Ward Caldwell, Dean of Students, updated the committee on happenings in Student Affairs:
 - The search for a Director of Health Services did not result in a candidate. That search will begin again in January.
 - Natasha Romeo has been hired in the area of Health and Wellness Education. She comes to UNCSA from WFU and has 25 years of experience as a university health educator.
 - Application numbers very strong. 1,111 applications have been received for next year. This is a 13% increase over last year. Drama applications are up significantly, and there have been increases in Design and Production, as well as Music.
 - 314 students have applied to graduate in the spring. This includes 128 high school students, 160 undergraduates and 53 graduate students.
- Allison Burkholder reported the following from the Student Government Association:
 - SGA is working on an academic integrity pledge that will be launched in the fall of 2016. The pledge will be integrated with an art installation project on campus.
 - SGA hosted an advocacy event around mental health that included puppy therapy, a trail mix bar and other stress relieving activities. 80 students signed in – even more actually attended. The event was a huge success.
 - SGA has been setting up tables in the Pickle Jar to engage students and gauge their interests in events and offerings they want to see on campus.

- SGA is looking into developing a common space for students at UNCSA. They are researching other campuses and how a common space could positively affect students' mental health.
- Some research has been focused on communication and what is the best way to communicate with students on a regular basis. Social media, as well as signage on campus, are all being analyzed to see what is most effective.
- Ms. Burkholder also acknowledged the increase in student representation on various committees around campus. SGA is very pleased that students are becoming more involved in decision-making at UNCSA.
- David English, Vice Provost, gave a SACS update to the committee and there was a discussion of tuition and fees.
- David Nelson, Provost, reported the following:
 - UNCSA's self-study was submitted to SACS earlier in the fall. Their response has been received and UNCSA is now completing the focused report in response. All of this is in preparation for the response team's visit in March.
 - Dr. Nelson thanked the faculty, staff and deans who have worked tirelessly on the SACS documents.
 - Jason Romney, from Design and Production, is heading up UNCSA's next Quality Enhancement Plan (QEP). It is focused on communication and helping students develop thoughtful communication that can be useful in all facets of professional and personal life, including in critiquing their own work and that of others.
 - Rebecca Nussbaum, an alum who has worked on many projects at UNCSA, has been brought on board to oversee an AmeriCorps grant in the amount of \$140,000 to enact a community engagement program. With an additional \$100,000 from the Kenan Institute, this money is employing 4 alumni and 8 current students. They are working in underserved areas of the community to teach art classes and music lessons. The ultimate goal is that a model can be developed and replicated in rural areas of North Carolina, and possibly other areas of the country.
 - Two dean searches are underway. Interviews for the Dean and Headmaster of the High School will begin after the first of the year, and the Music Dean search is underway. Ed Lewis, Chief Advancement Officer, is chairing the Dean of Music search and former Interim Chancellor, James Moser, is sitting on that committee.

Report from the Governance Committee

Chairman King reported that the Governance Committee had no business and did not meet.

Move to Closed Session

MOTION: Michael Tiemann moved to go into Closed Session to prevent the disclosure of privileged information under N.C.G.S. 143-318.11(a)(1), state employee personnel records under The Privacy of State Employee Personnel Records Act, Article 7 of chapter 126 of the North Carolina General Statutes, a student's education records under The Family Educational Rights and Privacy Act of 1974, Public Law 93-380, as amended by Public Law 93-568, to consult with our attorney under N.C.G.S. 143-318.11(a)(3) to protect the attorney-client privilege, to consider and give instructions concerning a potential or actual claim, administrative procedure, or judicial action regarding:

- a. **Bryan Haynes v. UNCSA, in the Office of Administrative Hearings, No. 14OSP03556;**

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- b. Erin Dickinson v. UNCOSA et. al., Civil Action No. 1:14-CV-412, United States District Court, Middle District of North Carolina; and
- c. Sue Miller v. UNCOSA Charge 435-2014-00145

And to hear or investigate a compliant, charge, or grievance by or against a public officer or employee under N.C.G.S. 143-318.11(a)(6).

Return to Open Session

Chairman King reported that the Board discussed some issues of concern with the University Attorney, as well as a personnel matter.

Closing Remarks/Adjournment

Mr. King invited the Trustees to review the board's draft resolution in support of the bond act that will be on the March 2016 ballot. There were some edits made after the previous day's discussion and a revised copy was distributed to the Board.

MOTION: Rob King made a motion to approve the revised board resolution in support of the NC Connect bond referendum. Steve Berlin seconded and the motion was unanimously approved.

Chancellor Bierman provided a Stevens Center update. He and the administration have begun talks with architectural firm Robert Stern. Robert Stern will send their partner, Graham Wyatt, to UNCOSA after the New Year to develop a concept master plan to fully realize the potential of the Stevens Center as a beacon for UNCOSA and the city of Winston-Salem.

With no further business to discuss, the December 4, 2015 meeting of the Board of Trustees adjourned at 10:50 a.m.

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