

UNIVERSITY OF NORTH CAROLINA  
**SCHOOL OF THE ARTS**

**Board of Trustees Meeting**  
**Friday, April 29, 2016**  
**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  
Skip Dunn  
Anna Folwell  
Phillip Horne  
Charlie Lucas  
Elizabeth Madden  
Ralph Womble  
Justin Poindexter, Alumni Representative  
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  
Corey Madden, Ex. Director of the Kenan Institute  
Leslie Kamtman, Staff Council Chair  
Ward Caldwell, Dean of Students  
Michael Kelley, Dean of D&P  
Dean Wilcox, Dean of Liberal Arts  
Susan Ruskin, Dean of Filmmaking  
Elaine Pruitt, Interim Dean of High School Programs  
Carl Forsman, Dean of Drama  
Dale Pollock, Film Faculty; Excellence in Teaching Award Recipient  
Dennis Booth, Design & Production Faculty; Excellence in Teaching Award Recipient

**Trustees Absent**

Mark Land  
Susan Kluttz, Ex Officio  
Sandi Macdonald, Ex Officio  
Phil Nelson, Emeritus  
Tom Kenan, Emeritus

**Faculty/Staff (Continued)**

Larry Dillon, Music Faculty; Excellence in Teaching Award Recipient  
Dimitri Shteinberg, Music Faculty; Excellence in Teaching Award Recipient  
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  
Shannon Henry, Chief Audit Executive  
Lauren Whitaker, News Services Manager  
Chris Boyd, Vice Chancellor of Facilities  
Carin Ioannou, Senior Director of Business Affairs  
Ginger Caston, Executive Assistant to the Chief of Staff  
Meredith Carlone, Senior Director of Development  
Savannah Stanbery, Executive Assistant to the Chief Advancement Officer  
Claire Machamer, Director of Digital Media  
Hannah Callaway, Social and Digital Content Producer  
Gregory Harris, Chief of Campus Police  
Christina Dowell, Director of Academic Administration, Design & Production  
Brent LaFever, Campus Performance Facilities

Larry Dillon, Music Faculty; Excellence in Teaching Award Recipient      Delores Harris, Title IX Coordinator

**Other Guests Present**

Margaret Spellings, UNC System President  
and members of the President's Staff  
Marty Kotis, Member of the Board of Governors  
John Hinton, Winston-Salem Journal Reporter

**Convening Open Session**

Chairman Rob King convened the April 29, 2016 meeting of the University of North Carolina School of the Arts Board of Trustees at 9:00 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, but especially Margaret Spellings, President of the UNC System and Marty Kotis, a member of the UNC Board of Governors.

**Approval of Open Session Minutes from February 12, 2016**

**MOTION: Steve Berlin moved to approve the Open Session minutes of the February 12, 2016 Board of Trustees meetings. Erna Womble seconded and the minutes were unanimously approved.**

**Report from Chancellor Bierman**

Chancellor Bierman welcomed President Spellings to UNCSA. He acknowledged that he and President Spellings share many of the same top priorities, including raising staff and faculty salaries, and upholding the culture of openness, inclusion and nondiscrimination that defines campus life across the nation. He went on to address concerns around House Bill 2 and the effects on the industry UNCSA serves. Undeterred by the backlash and exodus of movie companies and performances, UNCSA will continue to move forward to realize its full potential and deliver on the initiatives laid out in the University's Strategic Plan.

Chancellor Bierman provided updates on three of the five initiatives within the plan:

**#1: Becoming a catalyst for arts-based community and economic development.**

UNCSA has raised enough money to commission a comprehensive master plan for the Stevens Center. The potential project has attracted the interest of multiple firms with unrivalled experience in urban planning and creative place-making for small colleges, large universities, cultural institutions, governments, and municipalities around the world. Several firms recently visited Winston-Salem to brainstorm the possibilities. It is Chancellor Bierman's hope that a proposal can be presented by the end of the year.

Another underleveraged asset, a run-down soundstage in High Point, was donated to UNCSA several years ago. Chancellor Bierman and Susan Ruskin, Dean of the Film School, are working together to leverage support to turn this space into a fully digital film stage that will be the most advanced facility of its kind in the region.

**#2: Launching transformative programs and curricula.**

UNCSA submitted our newest Quality Enhancement Plan (QEP) to the On-Site Visiting Committee of the SACS Commission on Colleges. The QEP requires us to identify a single key opportunity for improvement that aligns with our mission, focuses on student learning, and engages the entire campus community. UNCOSA's QEP, "Tell Your Story: Communication Skills for the Artist," is led by Jason Romney, an alumnus and associate professor in the School of Design and Production. It focuses on the need for the modern artist and entrepreneur to market themselves and their work – to tell their own story.

Jill Lane has been named UNCOSA's first Director of Institutional Effectiveness. She will divide her time between teaching math to high school students and developing the appropriate metrics to gauge our progress.

Chancellor Bierman highlighted several success stories of our alums who are making amazing contributions to film, dance, theatre and music. He also highlighted the ways in which the school's new logo, seal, marketing efforts and website have elevated UNCOSA within the national conversation.

- The number of applications to UNCOSA has increased 13% from this time last year.
  - Music applications – increase of 13%
  - Design and Production – increase of 16%
  - Filmmaking – 36%
- Almost a 300% increase in admissions inquiries on the new website.
- The new logo and seal, advertisements and billboards, and performance calendar won seven gold awards from the Higher Education Marketing Report, and three gold awards from the Collegiate Advertising Awards.
- The new website was one of five nominees for the Webby (the academy award of dot coms).
- Social media referrals to the website are up 1500% compared to this time last year.
  - Users are spending 45% more time in each session and consuming 73% more pages.

### **#3: Enhancing the living and learning environment.**

Growing the school's scholarship endowments will immediately enhance the living and learning environment at UNCOSA by reducing the burden of student debt. Chancellor Bierman reported on three major gifts to the school:

- \$200,000 raised for the Gillian Murphy Scholarship, which is now fully endowed at \$650,000.
- A new \$250,000 endowed scholarship has been established by a supporter of the School of Drama.
- Chancellor Emeritus Ales Ewing has pledged \$1 million for student scholarships. The first scholarships will be awarded in all five arts schools this coming fall.

The money received from the Connect NC bond package passed in March will fund two projects that are mission critical to student learning:

- The old library will become an arts laboratory, with spaces designed for creative incubation, innovation, and collaboration across disciplines.
- New technology will be installed in Performance Place to bring it into the 21<sup>st</sup> Century. The bond money will only cover 1/3 of what is needed to complete the project, but a \$5 million transformative naming gift to Performance Place has been made.

Chancellor Bierman concluded his remarks by once again welcoming President Spellings to UNCSA and presented her with a UNCSA flag.

### **Remarks from President Spellings**

President Spellings addressed the UNCSA community as part of her around the state in 100 days tour. The purpose of the tour was to give President Spellings an opportunity to meet and listen to students, faculty, staff and campus leaders to learn and experience, first-hand, what makes the UNC System the greatest public university in the country.

### **Report from the Audit Committee**

Steve Berlin, Audit Committee Chair, reported that the Audit Committee met on Tuesday, April 26<sup>th</sup>. During their meeting, they reviewed the following:

#### **Discussion of External Audits**

Shannon Henry, Chief Audit Executive, went over the Financial Compliance review of the AmeriCorps grant program ArtistCorps.

- The NC Commission on Volunteerism and Community Service awarded UNCSA a three-year volunteerism and community service grant for arts-based educational activities and interventions for high-need students, pre-K to 12<sup>th</sup> grade.
- The Commission visited UNCSA and performed a desk review to determine financial compliance relative to a grant application for the AmeriCorps program, ArtistCorps.
- The Commission reported observations and provided recommendations related to the University's methods for accounting, tracking and monitoring grant-related revenue and expenditures.
- Academic Affairs is working in collaboration with the University's controller to implement corrective measures.
- The program director for the grant, Rebecca Nussbaum, reported that the grantor will more than likely return next year to conduct a follow-up review.

#### **Internal Audit FY 2016 Plan**

Ms. Henry provided an update regarding Internal Audit's activities:

- Completed audits and advisory services resulting in reports that produced 8 written recommendations and 1 verbal recommendation for improvements in the following University departments:
  - Facilities Management
  - Human Resources
- Conducted numerous consults with University personnel that resulted in email or verbal communications in lieu of formal reports

The IT operations audit has experienced delays as a result of other unplanned audits and investigations, but is nearing completion.

The next planned audits include:

- Clery Act Compliance
- Environmental Health & Safety – Life Safety

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

Rob King, Chairman of the Endowment Fund Board, reported the following from the Board's Thursday, April 28<sup>th</sup> meeting:

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- Carin Ioannou, Senior Director of Business Affairs, presented highlights from UNC Management Company's Board meeting on February 5<sup>th</sup>.
- Ms. Ioannou presented the Investment Summary ending February 29<sup>th</sup> and March 31<sup>st</sup>, 2016. The UNC Management Company has once again out-performed other portfolios in every category even though the markets are down. However, funds are beginning to reflect larger unrealized losses due to the instability of the markets.
- Due to the recent losses in the investment fund, the spending projections were reviewed again by the Endowment Board. A motion was made and approved to move forward with what was voted on at the February 2016 meeting with exception of the Betsy Friday Professorship which is to be spent from the Fund Balance. A motion was also made and approved to adopt the calculation the UNCSCA Foundation uses for their spending.
- Ms. Ioannou will supply the Board with an Investment Summary each month so performance can be closely monitored.

### **Report from the Advancement Committee**

Michael Tiemann reported the following from the Advancement Committee:

#### **Staffing Update:**

- Senior Director of Development, Meredith Carlone began on March 30, welcome Meredith! The next hiring priority is Major Gift Officers (3) and the Manager of Donor Relations and Communications position.

#### **Financial Report:**

- We have secured a little over \$4 million as of the end of March. This includes gifts to the Foundation, the State and to the Kenan Institute.
- At the end of March we were behind in our Annual Fund goal but we have made up some of the gap with gifts under \$1,500 though our first annual Day of Giving. We continue to track ahead with Giannini Society level gifts (\$1,500+).
- 1,203 individuals have made their first gift to UNCSCA in FY16 YTD (Compared to 1,377 in all of FY15, we are at 87.4% of last year's total.)
  - This number includes 96 new alumni gifts. (Compared to 124 in all of FY15, we are at 77.4% of last year's total.)
- A highly segmented Spring Appeal mailing will go out in early to mid-May. It will continue the theme of the Day of Giving and use the #UNCSCAgives hashtag. This will be in conjunction with an associated email campaign.
- We are at 99.4% of our temporarily restricted goal for the year as of quarter-end.
- And we have exceeded our permanently restricted (endowment goal) by over 40%.
- The Gillian Murphy Endowed Scholarship has now well surpassed its full funding goal of \$600,000 thanks to the efforts of Dean Jaffe, her Deans Council, and generous donors through an event and private dinner with our illustrious alumna this past March.

#### **Events Update:**

- By May, Advancement will have produced more than 40 donor and alumni events.
- Advancement produced direct fundraising events raised more than \$83,000 for scholarships and the Annual Fund.
- Stewardship and Cultivation events raised over \$150,000 in additional funds.

#### **Alumni Relations:**

## DRAFT

- Alumni participation is tracking ahead of FY15. To date, 358 alumni have donated in FY16 compared to a total of 380 in FY15.
- Amy Werner and Ed Lewis have been continuing to connect with alumni through a series of events this year including the Pluck Project performance in New York City in early March, hosting an alumni “meet and greet” with the Drama Class of 2016 after their NYC Drama showcases in April, and Reel Talks with the Film School in LA in May.
- Alumni from the School of Design and Production are planning a reunion for the weekend of June 10-12.
- Golden Pickles Weekend is Friday and Saturday, May 13-14. It’s the inaugural golden jubilee weekend for the first graduating class of UNCSCA (high school class of 1966). Attendees will participate in UNCSCA’s 50<sup>th</sup> high school commencement ceremony.

### **Next Now:**

- NextNow 2016: UNCSCA’s Scholarship Fundraiser is this Saturday, April 30. We are looking forward to having UNC President Margaret Spellings join us as well as, U.S. Congresswoman Virginia Foxx and Mayor Joines.
- Our goal was to raise \$50,000 in support for scholarships. We are on track to achieve and potentially exceed this goal.
- We are “technically” sold out with over 300 attendees.

### **Day of Giving:**

- Our first one-day online Day of Giving campaign was extremely successful. This was a joint effort between Advancement and Digital Media. The campaign raised \$32,730.38, including challenge matches provided by the Board of Visitors, and garnered 286 total donors which was 150% over the intended participation goal.
- 118 Alumni made gifts and there was 87 first time donors (nearly 1/3).

### **UNCSCA Foundation:**

- The Foundation Board Finance Committee is reviewing the temporarily restricted funds to ensure that these funds are being used at a rate that corresponds with the donors’ intent.
- The Foundation Board will have 3 open positions for next year. The Board Development committee is working on recruiting new members and the slate of officers for next year.
- Executive Committee is in the process of reviewing the first draft of the Foundation Advancement budget for FY17.
- The Advancement Committee has determined to do one Guest Artist Luncheon per year and are working with Advancement to develop sponsorship opportunities and identify a guest artist for the fall. The Digital Media team will help them develop a social media plan.
- Semans Art Fund met on April 8 and awarded \$130,000 to the Deans’ discretionary funds and to student grants for the summer. They also agreed to donate a \$5,000 gift in memory of Clyde Fowler, former head of the Visual Arts Program in the School of Design and Production.

### **Board of Visitors:**

- The Board of Visitors met March 3-4 for the Spring Board Meeting.
- At this meeting 4 challenge matches were acquired to support the Day of Giving (April 7)
- Once the Board’s membership category definitions have been approved, the board will move forward with filling 12 Active/Voting spots this fall.

### **Report from the Finance Committee**

Elizabeth Madden, Committee Chair, reported that Carin Ioannou, Senior Director of Business Affairs, presented the final enrollment numbers for the academic year as over budget by 11.5 FTE/students. Ms. Ioannou also presented the Financial Analysis for April 13<sup>th</sup> for the school's operating account. Spending and receipts are on track for the year. There is also a plan to carry forward the allowed 2.5% of the appropriated budget. The Institutional Trust Fund report for April 13<sup>th</sup> provided a clear indication the financial health of the auxiliary supported departments. Chris Boyd, Associate Vice Chancellor for Facilities, gave the construction update. The details are in everyone's packets.

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

Michael Tiemann, Committee Chair, reported the following from the Thursday, April 28<sup>th</sup> Personnel Committee Meeting:

- Delores Harris, Title IX Coordinator, gave an update on Title IX. The UNCSA Title IX and Clery Coordinator met with Ed Purchase, Clery Coordinator for General Administration, to discuss the collaboration with Title IX and Clery. A meeting has been scheduled to meet the new General Administration Title IX Coordinator in May.
- The software Maxient has been approved. Maxient is an online way of incident reporting and generating notification letters.
- A Title IX Roundtable Committee was formed by Delores Harris. This committee includes the Title IX and Deputy Title IX Coordinators from 5 local universities (UNC School of the Arts, WSSU, Wake Forest, Forsyth Tech and Salem College). The group networks and shares ideas as they pertain to Title IX. There is also a UNCSA Title IX Facebook page that shares information with students, faculty and staff.
- Sexual Assault Awareness Month was April 1 – April 30. There were several events planned for the campus.
- James Lucas, Director of Human Resources, gave a personnel update. From December 2015 to April 2016, UNCSA had 12 new hires and 6 retirees. Mr. Lucas mentioned that one of the hires was the Advancement Director position.
- Employee Appreciation Day and Awards Day were celebrated with students, faculty and staff. Both events were very successful.
- Mr. Lucas reported no issues of nepotism.

### **Report from the Academic & Student Affairs Committee**

#### **Student Affairs Report**

Greer Cawood, Committee Chair, called on Ward Caldwell, Dean of Students, to provide an update on Student Affairs:

- New furniture is being purchased for the residence halls
- ArtistCorps members have worked over 700 hours this year.
- Enrollment: UNCSA had 2018 applicants for 2016-2017. This was a 13.2% increase over last year and the same increase as the year before. There was a total of 633 acceptances. Deposits are 19% higher than last year at this time. Our acceptance rate is 29.88%.

#### **Student Government Association Report**

Ms. Cawood called on Allison Burkholder, SGA President, to review SGA's accomplishments for 2015-2016:

- SGA worked with Campus Police to improve campus safety
- Was an active participant in the BOG meetings that took place on campus in September 2015
- Developed a social media presence on Instagram, Facebook and Twitter
- Represented students for issues with the new housing database
- Had representation on various committees including the QEP and Pickle Jar remodel
- Created a memorial service for a student we lost this year

Ms. Burkholder also introduced Tareake Ramos, a student in the Contemporary Dance Program and the incoming SGA President. She reviewed SGA's accomplishments for 2015-2016.

### **Library Usage and Acquisitions**

Vicki Weavil, the Library Director has been keeping monthly statistics on library usage for the year. (See handouts.) The Library added an hour to the schedule this year based on student requests. The statistics show that people are using their own devices instead of computers in the library. Copiers are linked to the One Card System – you can send a job from your device and it is sent to the copiers on multiple floors. The usage of the 12 study rooms is very high. The building is being used consistently for meetings and classes.

### **SACS Reaccreditation update**

The SACS onsite visit went very well. The committee had only two recommendations. One is to evaluate part-time faculty using the current form for the evaluation of full-time faculty. The second is to enhance our institutional effectiveness program. Institutional effectiveness is about setting program goals, how we evaluate ourselves against these goals and use this data to improve. We do a great deal of review at UNCSA but are missing the translational piece that aligns with other universities. We are currently partnering with a contractor, Kara Penfield, who has been meeting with the deans. Jill Lane will have a half time appointment serving as our Institutional Effectiveness Coordinator. The SACS Committee had no suggestions regarding the QEP. They were very complimentary. UNCSA has to submit a report in August to report on the two recommendations. We will demonstrate significant progress. Our accreditation will be reaffirmed in December.

### **Search Updates**

Dr. David Nelson, Provost, reported that we will soon announce the hire of Martin Ferrell as the new Dean of High School Academic Programs who will start in January 2017. Elaine Pruitt has agreed to stay on as the interim until he comes. The Music Dean search is at the finalist stage. The Music search committee is expected to make their recommendation to the Chancellor on Tuesday.

### **Provost Transition**

Dr. David English will be the interim Provost. Karen Beres will be the interim Assistant Provost. The Provost Search Committee is about to post the position with the hopes of a hire in January.

Chairman King called Dr. Nelson forward and thanked him for his service to UNCSA. He then presented him with a proclamation, celebrating the ways he has helped propel the school forward during his tenure as Provost. Dr. Nelson will leave at the end of the academic year to serve as President of Massachusetts College of Art and Design.

**Report from the Governance Committee**

Charlie Lucas, Committee Chair, reported that the Governance Committee met on Thursday, April 28<sup>th</sup>. As required, the committee reviewed the policies that were approved by Executive Council this year. The list of policies is included in the board book. The committee did not review the FY17 BOG budget and policy agendas, and the recently released side by side comparison of the Governor's budget and the BOG request, because of the compressed schedule; these items were covered in Finance. The committee reviewed the current terms of each Board member. We have 5 members who are eligible for renewal in 2017 and 1 replacement as the member is not eligible for renewal after serving 2 full terms. The committee welcomes suggestions for potential members.

**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, to prevent the premature disclosure of an honorary degree, scholarship, prize or similar award under N.C.G.S. 143-318.11(a)(2), and to establish or instruct the staff or agents concerning the negotiations of the amount of compensation or other terms of an employment contract under N.C.G.S. 143-319.11(a)(5).**

**Steve Berlin seconded and the motion was unanimously approved.**

**Return to Open Session**

Chairman King reported that the Board discussed honorary degrees, faculty rank, and the Trustees' evaluation of Chancellor Bierman.

**Closing Remarks/Adjournment**

Chairman King appointed Steve Berlin, Greer Cawood and Elizabeth Madden to the Nominating Committee. This group will present the slate of officers for approval at the July 2016 conference call.

Michael Tiemann called Chairman King to the podium and presented him with a proclamation, thanking him for his service as Chair to the Board of Trustees. This is Mr. King's last meeting as Chair.

With no further business to discuss, the April 29, 2016 meeting of the Board of Trustees adjourned at 10:55 a.m.

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