

Board of Trustees Meeting
Friday, December 9, 2016
9:00 a.m.

Open Session Minutes

Trustees Present

Michael Tiemann, Chair
Ralph Womble, Vice Chair
Erna Womble, Secretary
Green Cawood
Skip Dunn
Anna Folwell
Phillip Horne
Rob King
Mark Land
Elizabeth Madden
Sandi Macdonald, Ex Officio
Justin Poindexter, Alumni Representative
Tareake Ramos, SGA President
Jim Martin, Foundation Liaison
Judy Watson, BOV Liaison

Faculty/Staff Present

Lindsay Bierman, Chancellor
David English, Interim Provost
Jim DeCristo, Chief of Staff
David Harrison, General Counsel
Ed Lewis, Chief Advancement Officer
Carin Ioannou, Chief Financial Officer
James Lucas, Director of Human Resources
Corey Madden, Exec. Director of the Kenan Institute
Joan Roggenkamp, Exec Assistant Chief of Staff
Ward Caldwell, Dean of Students
Michael Kelley, Dean of Design and Production
Dean Wilcox, Dean of Liberal Arts
Brian Cole, Dean of Music
Susan Ruskin, Dean of Filmmaking
Elaine Pruitt, Interim Dean of High School Program

Trustees Absent

Stephen Berlin
Charlie Lucas
Susan Kluttz, Ex Officio
Tom Kenan, Emeritus

Faculty/Staff (Continued)

Martin Ferrell, new Headmaster and Dean of
High School Academic Program
Carl Forsman, Dean of Dance
Brenda Daniels, Asst. Dean of Dance
Karen Beres, Interim Vice Provost
Katharine Laidlaw, Chief Marketing Officer
Claire Machamer, Chief Technology Officer
Lauren Whitaker, News Services Manager
Ginger Caston, Exec. Assistant Chief
Marketing Manager
Shannon Henry, Director of Internal Audit
Javon Lee, Internal Audit
Cindy Liberty, Exec. Director UNCSA
Foundation
Jason Czaja, Campus Performance Facilities
Marla Carpenter, Director of Communications
Winn Decker, Intern
Jeffrey Wilson, Contract
Jeremy Serkin, Social Media
Elizabeth White, Social Media
Corrine Luthy, Social Media
Chris Boyd, Vice Chancellor of Facilities
Management
Jackie Riffle, Interim Director of Budget
Ted Johnson, Senior Major Gifts Officer
Tim Young, Manager of Donor Relations and
Communications

Convene Open Session

Chair Michael Tiemann convened the December 9, 2016 meeting of the University of North Carolina School of the Arts Board of Trustees at 9:00 a.m. Mr. Tiemann 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.

Approval of Open Session Minutes from September 23, 2016 and October 5, 2016

MOTION: Rob King moved to approve the Open Session minutes of the September 23, 2016 and October 5, 2016 Board of Trustees meetings. Ralph Womble seconded and the minutes were unanimously approved.

Report from Chancellor Bierman

Chancellor Bierman presented the following report in a PowerPoint presentation. Good morning everyone. Hopefully you're all familiar by now with the unique hash tag we've been using on social media since the relaunch of our website: #wecreatehere. I love how it plainly expresses the prolific energy and vibrancy that permeates our campus. I've felt a sense of creative momentum more strongly than ever this semester as we continue to make progress on the first-year objectives of the Strategic Action Plan that you approved in September 2015. We've also been working to ensure that UNCOSA's action plan aligns with the goals and objectives the Board of Governors have been developing for the entire UNC System. I've been involved in that process since the very beginning, representing my fellow Chancellors on the sub-committee for Economic Impact and Community Engagement. My work at the system level relates directly to one of the most important strategic plan initiatives for UNCOSA: catalyzing community and economic development right here in Winston-Salem. I have some exciting news to share about that in a moment.

But first I want to reiterate that our Strategic Plan isn't a superfluous document fated to gather dust on our desks and filing cabinets. I see it as a road map to guide us on our mission to propel UNCOSA to the forefront of performing arts and media education in the United States.

Today I'm happy to report our progress on several of the one-year objectives that we identified in each of our five initiatives. I want to thank the deans, faculty and staff who have brought their time and talent, their creativity and intellect to develop strategies and ideas that will result in a vital institution of higher learning in the arts.

The first initiative is **Enhancing the Living and Learning Environment**, and our first-year objectives are to assess current and future facility and environmental needs, to enhance enrollment management; and to build Advancement capacity and maximize the effectiveness of scholarship awards.

In September, you approved a short list of designers for five capital projects that will help us create a community where students can become their best selves and do their best work. Later today in closed session, you will have the opportunity to consider our final recommendations for designers for the campus master plan and the Stevens Center master plan. Our goal is to bring the designers on board in January, and by this time next year to ask you to approve the two master plans, while we will have begun the renovations to the Performance Place, phase 3 of the new library, and renovation of the old library. I'll say a little more about the master plans later under the economic development initiative.

We've made remarkable progress toward enhancing enrollment management. As you know a year ago this month we launched our new award-winning website which is designed to attract potential students. Since then, we have seen an astounding 518% increase in admissions inquiries.

Additionally, we've completed an audit of the online user experience in admissions and financial aid, and just recently, we hired customer relations manager Jeremy Serkin, whose current focus is to identify and implement improvements in the online admissions process from inquiry to application to enrollment.

Often, our first contact with potential students is not online but at college fairs attended by our admissions staff. Our Marketing & Communications team is in the process of redesigning all of our printed collateral materials with the help of Paskill, Stapleton & Lord, a nationally-recognized enrollment marketing firm whose client list includes Cornell, Penn State and the U.S. Naval Academy. Here's a sneak peek at some development of those materials which respond and reflect both quantitative and qualitative research conducted with deans, faculty, students, parents, and potential applicants. The new individual school brochures, viewbook, and posters will be designed to resonate emotionally with the students and drive them to the website for exploration and inquiry. We will launch a search engine optimization and digital marketing campaign this spring to bring even more traffic to the website and expand our reach exponentially.

Of course scholarships are vitally important for recruiting the best and brightest, and I'm happy to announce success in building the capacity of our Advancement team. Ted Johnson is our new Senior Major Gifts Officer, and Tim Young is Manager of Donor Relations and Communications. Ted joins us from Wingate University, where he was Director of Major Gifts and Planned Giving for 10 years, and worked on the largest capital campaign in the school's history. Tim comes to us from UNC-Greensboro, where he was a writer and communications specialist in the Advancement Division. These two positions will be vitally important as we move toward launching our comprehensive campaign in 2019, and we welcome Ted and Tim. Additionally, Ed Lewis and his team are in the process of filling the Manager of Alumni Relations position and a second major gifts officer position.

The second initiative in our Strategic Action Plan is **Launching Transformative Programs and Curricula**, and our objectives for the year include enhancing the curriculum for first-year students, optimizing the production calendar, ensuring a balanced student workload, **and maximizing institutional effectiveness**. Student workload has been an ongoing concern, as many of you have heard. A faculty committee has done vast amounts of research so that we can now paint a clear picture of student workload for each individual program inside each arts school. The committee has documented that our students regularly devote 50 to 60 hours per week to required classes and credited performance or production assignments. That weekly load often grows to 75 or more hours in order to accomplish performance or production requirements outside the established curricula – such as outreach activities. This critical baseline information will help the deans and faculty to design transformative programs and curricula, including interdisciplinary and collaborative experiences, and will help us address issues like stress, productivity, and physical and mental health. This spring we will launch a first-year course titled “The Embodied Mind: Thinking, Making, Reflecting.” It’s an experimental project-based class designed to engage students in an exploration of art through creating, analyzing, and reflecting. The idea for the course came in part from training that two of our faculty members received over the summer through Lincoln Center Education; as well as from those on the student workload committee who recognized that reflection was a critical piece of the student’s education—and impossible to achieve when as many as 135 hours per week must be dedicated to classes, production, and rehearsals. That leaves little time to eat or do laundry or call mom, let alone think.

A production calendar summit held last March resulted in a major shift in scheduling of the Stevens Center for production of *The Nutcracker*. We’d been relying on Design & Production students for four to six hours a day over a two-week period to load-in *The Nutcracker*. This tied up the Stevens Center for two weeks and heaped a lot of crew time on students who were also taking final exams and finishing end-of-semester projects. This year we hired a professional load-in crew for two days, shortening the dark time for the Stevens Center and allowing students more time to focus on activities that directly impact learning outcomes. It also allowed the School of Music to move its highly collaborative Collage Concert from Spring to Fall. If you attended either of our first two collage concerts, you know that they’re a terrific showcase for the other schools as well. And the increased labor costs for the professional load-in crew will be offset by savings on equipment rentals, so this shift appears to be a win-win for all. We will also be following up with implementing the recommendations from the SACS site visit last spring, to strengthen our institutional effectiveness. And a dozen faculty members are pilot testing the assessment of our Quality Enhancement Plan.

Our third initiative is **Fostering a Quality Workplace**, and one of our objectives is to foster a discernible shift in faculty, staff, and administration relations, including an increase in trust, communication, and willingness to act to achieve the vision. This fall, an astonishing 84 percent of staff and faculty members participated in ModernThink’s

Employee Engagement Survey. The results provided valuable benchmarking data, and they indicated that we have some work to do. The cabinet and the deans are looking at the data, identifying our priorities and will be communicating with the campus about the results and strategies for improvement.

A team of staff, faculty and students has already been working to improve campus communications and we've made strategic changes to how and what we communicate. The Digital Media staff continues to enhance and refine My SA as the school's intranet – where employees and students can go to find out what they need to know – whether it is the latest internal announcement about parking and course evaluations, or when holidays are observed and when check runs occur. We are hoping that more of the campus community will begin to use My SA as their homepage. We also have implemented more consistency in the look and feel of our digital communications, while being more selective in the use of our campus-wide emails.

Another objective in fostering a quality workplace is to improve recruitment, on-boarding, and professional development of employees. Our Human Resources Office has upgraded its online platform for recruitment and on-boarding to greatly enhance the experience of end-users including applicants and employees. HR will begin training supervisors and support staff on the new platform in January.

Our fourth initiative is **Becoming a Creative Incubator**, and our stated one-year objective is to increase opportunities for artistic and entrepreneurial exploration. We've had trouble gaining traction on this objective, but it has sparked some meaningful discussion. At a joint meeting between the deans and the cabinet just a few weeks ago, we all agreed that this entire campus already is a creative incubator and that perhaps we should rename this initiative Enhancing Our Creative Incubation Capabilities or something similar. In particular, we talked about Keys to the Kingdom, a program Carl Forsman initiated to give Drama seniors time and space to produce their own original plays.

I'm excited about two upcoming summer projects that will incubate creativity. First, Susan Jaffe will launch the UNCSA Choreographic Institute, a two-part initiative to support the development of new work by emerging and established choreographers of exceptional promise. The first initiative will provide two contemporary ballet choreographers with two weeks of studio space, 8 to 10 professional dancers, and the opportunity show their work in deMille Theatre. The second initiative will be a five-week residency for four selected emerging choreographers to create original works. They will have five weeks of studio space; access to summer dance students; a week of individual mentoring by Distinguished Guest Artist Helen Pickett; week-long workshops in production design and music modalities and choreographic technologies; a fully-produced performance; and video documentation of their work.

Also this summer, students in the School of Drama will present a play at the National Black Theatre Festival, under the direction of frequent guest artist Nicole Watson, and featuring some of our students in the cast. *Black Magic* by senior Tony Jenkins was honored as one of three best plays of 2016 by the New York International Fringe Festival, and we are thrilled by this opportunity for national exposure on our local stages, via the platform provided by our friends and partners at the National Black Theatre Festival.

The deans will continue discussions with Corey Madden about how the Kenan Institute might support creative incubation through its fellowships and post-graduation “fifth year” experiences that help artists transition from training to career.

The fifth and final initiative is **Catalyzing Arts-based Community & Economic Development**, with two first-year objectives: to develop plans and programming to enliven the downtown arts district, the neighborhoods adjacent to campus, and places in-between; and to develop partnerships in film and TV to increase resources, enhance learning, and expand opportunities for students, faculty, and alumni.

As I’ve said before, the School of the Arts can and should be the major player in fulfilling Winston-Salem’s potential to become a leading cultural capital in the South. Our Stevens Center must become a more vibrant catalyst for arts-centric development downtown. In the months ahead we will embark on a conceptual master plan for the Stevens Center and adjacent properties. Working with designers, we will identify what upgrades are necessary to create a centerpiece capable of hosting 21st-century productions while providing a top-quality experience for patrons, and we will generate realistic cost estimates for the renovation. The Stevens Center, as you know, is a learning lab for our students, and it’s imperative that we train them in facilities that conform to current industry standards.

We also can and should impact economic development in the neighborhoods surrounding campus. We continue to explore opportunities to engage with our neighbors, softening boundaries, creating work space and housing for students and guest artists, and retail opportunities for all of us who live and work here. The Kenan Institute has already done some great research and developed some important programming to support this goal.

The campus plan we develop over the next year will of course focus on properties within our current footprint and will also identify possibilities for creative development nearby. I am pleased to announce that we are under contract with Dize Awning and Universal Garage on South Main Street. We have six months to finalize our decision to purchase, and have begun our due diligence, which includes an environmental assessment and title search. I know you are all dying for a rendering, but we’re still in the “imagineering” phase. Our goal, of course, is to develop the properties in ways that enhance both the University and the neighborhood on our western border. Essentially, we hope to

transform the area by adaptively reusing the existing buildings to bring more retail amenities to campus and the neighborhood; to support entrepreneurial opportunities in the creative industries; to offer rental space for nonprofit partners that would benefit from a close relationship with campus; and to provide space for UNCASA's community engagement programs. Think of it as an arts-based redevelopment.

We've been working on opportunities for both economic development and transformative curricula. Initiatives like our Film School's production company and its plans for the fully-digital turn-key stage in High Point will provide income for the university as well as internship and employment opportunities for students and alumni. A potential joint degree program in gaming with another university would mean that our students will leave here equipped to become industry leaders.

I'm excited to say there's a new frontier in the arts and entertainment industry, and we are the pioneers. Immersive entertainment is a constantly evolving, highly technological genre, and we are building industry partnerships that will place us at the forefront. One such relationship is benefitting our film students as we speak. Right now, Jacqui Barnbrook, producer of last year's MARTIAN VR EXPERIENCE and visual effects producer for THE HUNGER GAMES and THE JUNGLE BOOK is on campus working with students on a virtual reality film for commercial distribution.

We are not just teaching our students how to use technology, which changes almost daily. We are teaching them how to learn and adapt so they can tell their stories in ways that we can't even imagine today.

Immersive entertainment offers an economic benefit to the state as well. As we expand our expertise and develop a niche in emerging media, we will attract smaller film and television projects that are not as dependent on tax incentives. We know these projects create jobs, not just for our students and alumni, but for local carpenters and caterers, electricians and transport companies, just to name a few.

So, as you can see, we've been busy. I'm extremely proud of the strategic work we've done over the past year building on this institution's extraordinary accomplishments to prepare generations of dedicated and talented students to excel in all of their chosen fields.

We're dream builders and idea generators, project incubators and problem solvers, catalysts for change but also keepers of all that inspires. We're creators of artists, leaders and pioneers. We create here.

And speaking of creating – you know that I always like to share some of the good news that's happening on campus. Tonight, we officially open our 50th anniversary production of *The Nutcracker*, presented by our schools of Dance, Design and Production, and Music. I hope you will join us for this fantastic occasion. This year, we have School of Dance alumna and New York City Ballet Soloist Megan LeCrone returning as our Sugar

Plum Fairy on Dec. 14 and 15, with former Royal Ballet of London star Martin Harvey as Her Cavalier.

Not to outshine its wonderful Nutcracker Orchestra, our School of Music has just won recognition for its April 2016 production of *La Tragédie de Carmen (The Tragedy of Carmen)*, which took a first-place award from the National Opera Association (NOA). The UNCOSA production won in Division V of NOA's Opera Production Competition, which encourages and rewards creative, high quality opera productions by small professional opera companies and opera training programs. And....

The School of Music has just been ranked No. 5 on *The Hollywood Reporter's* list of the "Top 25 Music Schools" for 2016. And I quote: "Whether you want to become one the world's best violinists, compose music for the big screen, or master the recording studio, *THR's* ranking ... will help narrow the search." The ranking highlights the collaborative nature of our school, quoting Film Music Composition faculty member Chris Heckman, and noting Saxophone alumnus Eddie Barbash from "The Late Show with Steven Colbert" and Dance alumnus Randy Jones of The Village People.

Not to be outdone, the School of Design and Production returned to the White House in October to help create a themed Halloween experience hosted by President Barack Obama and First Lady Michelle Obama. The annual party for children of military-affiliated families was held Halloween afternoon on the South Lawn of 1600 Pennsylvania Ave. in Washington, D.C. Fourteen students, a handful of faculty members, and about a half-dozen alumni volunteered for this production, which consisted of 13 vignettes created around the theme of children's storybooks. Of course, the party was a return engagement for D&P, who helped stage the party last year with lighting and projection.

In true artist fashion, I have saved what must be the best for last.

Many of you heard this yesterday, but it bears repeating!

I'm thrilled to announce that the University of North Carolina School of the Arts has received an anonymous gift of \$10 million, the largest gift the school has received from an individual donor.

The gift will be used to establish the Institute for Performance Innovation, which will support the creation of a groundbreaking graduate Animatronics Program in our School of Design and Production, and will advance a cutting-edge graduate program in Gaming and Virtual Reality in our School of Filmmaking.

The Institute will be a future-focused laboratory where designers, filmmakers, musicians, dancers, actors, and artists of all kinds can reimagine, reinvent, and reshape arts experiences for 21st-century audiences.

I'm profoundly grateful for this transformative gift, and deeply moved by the donors' guiding vision and passion for UNCOSA. It allows us to develop new career pathways for

our students by enhancing our facilities, investing in technology, expanding our curricula, and partnering with businesses that shape and define our culture.

Yes, it's beginning to look a lot like Christmas, isn't it?!

Thank you.

Report from Audit Committee

Rob King reported for Committee Chair Steve Berlin.

Discussion of External Audit Reports:

- The following external audit reports were presented to the committee – All Clean Audits with no issues to report:
 - UNCSA Financial Statement Audit Report – 2016
 - UNCSA Foundation Audit Report – 2016
 - UNCSA Housing Corporation Audit Report – 2016
- The Office of State Auditor's (OSA) Information Systems Audit of UNCSA's Information Technology Risk Assessment – Status Report:
 - OSA has decided to discontinue a review of the university's IT risk assessment processes as efforts were duplicating the work required to complete the full IT general control (ITGC) audits planned for each of the 17 campuses during the next three years.
 - The review was discontinued at each of the 17 UNC campuses.
 - OSA plans to provide high level observations based on information from the IT risk assessment data and questionnaire responses.
 - Results will be scored and based on each campus' maturity with IT standards.
 - The university awaits feedback from OSA.
- Completion of the 2016-2017 Internal Audit Plan (Summary)
 - Internal Audit's completed audits and advisory services so far this year have resulted in reports that produced 16 written recommendations and 1 verbal recommendation for improvements in Information Technology and Human Resources.
 - Numerous consults with university personnel have been conducted.
 - 88% of previous Internal Audit findings have been resolved and the university has implemented 77% of Internal Audit's recommendations. UNCSA continues to meet or exceed internal audit's target recommendation implementation rate of 70%.
- Discussion of Internal Audit Reviews
 - The following report was presented and discussed:
 - Information Technology Operations - Management Letter
 - Observations of control deficiencies and/or noncompliance with standards, state and university policies were identified and communicated to management
 - Management is in the process of implementing corrective actions

- The following audits are in progress:
 - 2 investigations
 - Year-end testing
 - 1 audit Follow-up

Report from Endowment Fund Board

Board Chair Michael Tiemann reported:

- Ms. Ioannou reviewed the Investment Summary as of September 30th. The fund has experienced \$764K in realized and unrealized gains since July 1st.
- The Endowment Board also discussed adopting a new spending policy in which the staff will propose at our February meeting.

Report from Advancement Committee

Committee Chair Ralph Womble reported:

Collaborating with Winston Salem Arts Partners

- Jim Sparrow, President and CEO of The Arts Council of Winston-Salem and Forsyth County and Merritt Vale, President & CEO at Winston-Salem Symphony joined Chancellor Bierman to share the importance of the partnership that exists among these institutions.
 - Their collaboration not only brings success to each institution but also serves the Winston Salem community and they look forward to deepening their partnership as they develop new arts-based opportunities in our community.

Financial Report:

- The Advancement Office is in a very strong fundraising position as it heads into the calendar year-end giving season.
 - We are approximately 50% toward goals in Unrestricted and Temporarily Restricted funds and over goal in Permanently Restricted funds.
- Advancement received a generous 5-figure gift from the estate of late former faculty member Clyde Fowler, in addition to the other previous estate gifts from his estate, which he specifically allocated to the Annual Fund.
- Senior Director of Development, Meredith Carlone secured a \$1.1 million gift that will support both need and merit-based scholarship endowments.
- As you have already heard in his remarks, Chancellor Bierman announced that UNCSA has received an anonymous gift of \$10 million, the largest gift the school has received from an individual donor.
 - The gift will be used to establish the **Institute for Performance Innovation**.

Staffing:

- Advancement Office hired Ted Johnson as the Senior Major Gifts Officer and Tim Young as the Manager of Donor Relations and Communications.
- A search committee comprised entirely of UNCSA alumni (including faculty and staff) has begun reviewing applications for the Manager of Alumni Relations position.

Comprehensive Campaign:

- UNCSCA is on Winston Salem Foundation's campaign calendar for January 2019. This is the period in which local corporations and foundations are expecting to be approached by the School. We are currently in the silent phase of the Campaign and plan to enter the public phase in 2018.
- An internal committee has been established and has begun working with a local vendor on the feasibility study. The vendor will begin conducting interviews after the holidays.

Events Update:

- Please mark your calendars for NextNow 2017 which will be held on **Saturday, February 25**.
 - NextNow will be a dance-themed immersive evening to raise critical funds for student scholarship support. It will be in conjunction with Winter Dance. Honorary Chairs, Dance alumna, Wanda Plemmons and Dwanna Smallwood and guest artist members of the Paul Taylor II Company are scheduled to attend. You should receive the Save the Date card by early next. Tickets and Tables are available now!

UNCSCA Foundation Board:

- The Board reviewed amending the Foundation By-Laws to increase the maximum number of board members from 21 to 25. This is due to the need to recruit more members for the Advancement Committee in preparation for the Comprehensive Campaign.
- The Board also approved the creation of an Ad-hoc Real Estate Development Committee.
- November's Guest Artist Luncheon event raised approximately \$12,600; \$5,000 is designated for spendable and the balance will transfer to the endowment. Thus far, the UNCSCA Foundation GALs Series has raised \$15,000 in annual spendable funds and approximately \$33,500 for the endowment.

Board of Visitors:

- Judy Watson will step down as Board chair and Anne Sessions will assume the role this coming spring.
- Again this year, the Board of Visitors received Individual Philanthropy Plans following the fall meeting this October. This document detailed their giving for FY16 and suggested areas to give in FY17.
- The spring Board of Visitors meeting will be on April 21, 2017. The board will vote on the slate of new members as well as celebrate the service of retiring and Emeritus members.

Report from Finance Committee

Phillip Horne reported for Committee Chair Elizabeth Madden:

- Ms. Ioannou reviewed the financial reports from October 31st of this year compared to the same time last year. She indicated departments are spending conservatively

with state appropriated funds and there were no issues to highlight with institutional trust funds.

- Ms. Ioannou also shared the results of the 2016 Fiscal Year Financial Audit results. The North Carolina State Auditors did not identify any deficiencies in internal control or any instances of noncompliance with Government Accounting Standards.
- Dr. English shared with the Finance Committee the student enrollment report for Fall 2017 & 2018. A slight decrease in headcount is strategically planned. However, a small increase in the budgeted student FTE has been requested. This should still provide the school with an overage of receipts while stabilizing some of the instructional programs.
- Dr. English also discussed the Tuition & Fees setting process for 2018 & 2019 including the committee members and student involvement. The complete packets are in your packets for your review. Tuition and General Fees were capped at a 3% increase. The committee has recommended tuition and fee increases that are below the cap and with sound justification.
- **MOTION:** The Finance Committee approved the Tuition and Fees for 2018 & 2019 as submitted and requests approval of the full board in the form of a vote. The Board took the recommendation as a motion and the Tuition and Fees for 2018 & 2019 were unanimously approved as submitted.

Report from Personnel Committee

Committee Chair Phillip Horne reported:

- Delores Harris, Title IX Coordinator gave an update on Title IX. Several committee meetings have been scheduled for the beginning of the 2017 school year. This includes: The Title IX Advisory Board and the Title IX Roundtable. Title IX is working close with Allison Hunter, Resident Life Coordinator on educational awareness events for Sexual Assault Awareness month. James Lucas HR Director updated the committee on the University Title IX policy. The policy will be taken to cabinet for review before going live in January, 2017.
- James Lucas reported that there are two significant retirees for the month of December. George Burnette, COO and Joseph Roberts, an outstanding housekeeper for UNCOSA. Human Resources has hired a new Leave Administrator, Kemora Brownlee.
- James updated the status of the implementation of PeopleAdmin which also aligns with one of our strategic initiatives for recruitment, onboarding, retention and performance management. The projected go live date for PeopleAdmin is January 26, 2017 and Human Resources will establish training using this new software shortly thereafter.
- Chairman Horne asked if PeopleAdmin was a universal contract or a vendor contract. James stated that the PeopleAdmin was a GA approved vendor and the only exception was Chapel Hill who uses PeopleSoft.

- James spoke on enhancement of campus communication as it relates to the strategic plan. He mentioned the changes to MySA and the impact it would have on getting announcements in a timely manner. He also mentioned the cabinet was looking at ways to make town hall meetings more informal with the hopes of creating a relaxed atmosphere which may generate a higher level of participation.
- A question was raised about the impact of temporary contracts for faculty. James stated that these forms are routed through Academic Affairs and that the majority of the documentation such as the I-9 and contracts are completed prior to the employee's arrival, thus creating an atmosphere that allows the employee to go to work the first day that they arrive to campus.
- Chairman Horne asked if the Performance Trade Unions interfered with our temporary faculty process. Norman Coates mentioned that the unions are more flexible and the process is much better. General Counsel David Harrison agreed with that assessment.
- Mark Land asked if a guest artist was currently working for us and we wanted to hire them would that complicate the process? James stated that they would have to go through the normal hiring process and complete all paperwork. David English noted that understanding the difference between guest artist and visiting faculty could also be part of the problem for unions. Erna Womble asked if this was an internal process, David English verified that Academic Affairs and Human Resources work together to complete the paperwork.
- Michael Tiemann asked about online enhancement to employee training and how PeopleAdmin fit into training and other programs. James stated that working through Purchasing, Human Resources has developed several training modules. Some are online and others are face to face. He mentioned that Human Resources was in Raleigh yesterday taking the course to become certified EEO trainers. This training has an online component to it as well and it also allows Human Resources to fully train managers and supervisors without having them travel to Raleigh. He also mentioned other programs that are included: worker's comp, performance management, Leave Administration, benefits, and Title IX.

**Report from Academic and Student Affairs Committee
CLERY, Title IX, and Student Conduct Reports**

- Ward Caldwell, Dean of Students, introduced Chief of Police, Gregory Harris, Delores Harris, Title IX Human Resources and Andrea Sell, Student Conduct Residence Life for the following reports:

CLERY Statistics Review – Gregory Harris

- Review of statistics report provided in Committee Board books, with discussion of improvement in fewer investigative crime reports. The question was raised with regard to a specific program that has/is being used and thus the outcome of lower report numbers. Chief Harris reported an increase in Officer discretion in filing charges or to handle the occurrence via UNCSA Judicial resources and/or family

involvement. Committee members shared in Congratulations on successful improvement.

Title IX – Delores Harris

- Review of statistics report provided in Committee Board books. Success in lower numbers also contributed to several campus awareness campaigns.

Student Conduct – Andrea Sell

- Review of statistics report provided in Committee Board books. Committee again shared in congratulations on impressive improvement. Andrea Sell, Laurel Banks and Ward Caldwell shared information on Restorative Practice, which has been implemented and is now being used by Residence Life staff and Resident Assistants. This has enhanced a culture change which has also contributed to the success in lower numbers of infractions.

Student Affairs Report

- Ward Caldwell, Dean of Students reported on all Student Organizations activities and scheduled events. UNCSA students are very active and engaged in the greater W-S community and area schools.

****Insert specifics – Krista Smith will email report from Ward—one revision to be made by Ward

- Brief discussion by committee in support of all that UNCSA student organizations are doing. Recommendation made to publicize the events for community awareness as well. Suggestions: Kids Notes and local high school newspapers.
 - Student Health Services and Counseling - numbers are up 12% since September, with November reflecting a 68% increase for first time new client experience. Shared views on increases possibly due to recent election, political unrest and student stress.
 - Enrollment - David English provided a handout report of previous, current and prospective enrollment numbers. Current enrollment is up. Ward Caldwell also reported in-state applications are currently down, while out-of-state application numbers are up.
 - Student Government, Tareake Ramos reported:
 - Applications for 2017/18 SGA Presidential candidates will be distributed in January, 2017. Election will be held in February, 2017.
 - As SGA President, Tareake has tasked current SGA members to review the current SGA Constitution for revision.
 - Piloting a new org structure for SGA, implementation of Chair position.
 - Grad students will start a student org in January, 2017.
 - In collaboration with WFU, Salem College and WSSU with community involvement together.
 - Hosting ASG in February – all UNC system schools will meet on UNCSA campus.

Academic Affairs Report

David English reported:

- SACS Reaccreditation update – CONFIRMED through 2026. Institutional Effectiveness will submit report in 2017.
- Tuition and Fees – Extended thanks and acknowledgment of work by present Tuition and Fees Committee members, Tareake Ramos and Winn Decker. There will be modest increases this year.
- Student Success, NC Gap – noted 2 pages of information included in Committee board books for review.
- Karen Beres reported on her work on UNCSA plan, UDCIP (Undergraduate Degree Completion Improvement Plan). Currently, UNCSA ranks second in the UNC system, just under Chapel Hill in graduation rate.

Report from Governance

The Governance Committee met on December 8, 2016.

- The Committee reviewed revisions to our Facilities Use Policy related to open assembly and free expression. A red-lined version of the policy was included in the Board books.
- **Motion:** The Governance Committee recommends the adoption of the changes. The recommendation was taken as a motion and unanimously approved.
- The Committee reviewed the current terms of each Board member. We have five members (three BOG and two Governor) who are eligible for renewal or replacement in 2017 and one replacement (BOG) as the member is not eligible for renewal after serving two full terms. We have an item for closed session related to reappointment of BOG appointed members of the Board.

Move to Closed Session

Motion: Ralph Womble moved to go into Closed Session to: Prevent the disclosure of information that is privileged or confidential pursuant to Section 116-40.7 of the North Carolina General Statutes; Prevent the disclosure of information that is privileged or confidential pursuant to the law of this State or of the United States, or not considered a public record within the meaning of Chapter 132 of the General Statutes. North Carolina Administrative code, Title 01, Subchapter 30D, Section .0300; Consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee; and Prevent the disclosure of information that is confidential pursuant to NCGS 143-318.18(8), and which is not a public record within the meaning of Chapter 132 of the General Statutes.

Rob King seconded and the motion was unanimously approved.

Report from Closed Session

Chair Tiemann reported that there was discussion and/or action taken on several items that are considered privileged or confidential, or not considered a public record.

Adjournment

With no further business to discuss, the December 9, 2016 meeting of the Board of Trustees adjourned at 11:20 a.m.

Submitted by:
Joan Roggenkamp, Staff