

UNIVERSITY OF NORTH CAROLINA
SCHOOL OF THE ARTS

Board of Trustees Meeting
Friday, February 10, 2017
9:00 a.m.

Open Session Minutes

Trustees Present

Michael Tiemann, Chair
Ralph Womble, Vice Chair
Erna Womble, Secretary
Stephen Berlin
Greer Cawood
Skip Dunn
Anna Folwell
Phillip Horne
Mark Land
Elizabeth Madden
Tom Kenan, Emeritus
Justin Poindexter, Alumni Representative
Tareake Ramos, SGA President
Jim Martin, Foundation Liaison
Anne Sessions, BOV Liaison

Faculty/Staff Present

Lindsay Bierman, Chancellor
David English, Executive Vice Chancellor and
Provost
Jim DeCristo, Chief of Staff
David Harrison, General Counsel
Ed Lewis, Vice Chancellor for Advancement
Carin Ioannou, Vice Chancellor for Finance
James Lucas, Director of Human Resources
Corey Madden, Ex. Director of the Kenan Institute
Amanda Balwah, University Secretary
Ward Caldwell, Vice Provost and Dean of Students
Michael Kelley, Dean of D&P
Dean Wilcox, Dean of Liberal Arts
Susan Ruskin, Dean of Filmmaking
Susan Jaffe, Dean of Dance
Martin Ferrell, Headmaster and Dean of High
School Programs
Carl Forsman, Dean of Drama
Karen Beres, Interim Vice Provost
Katharine Laidlaw, Chief Marketing Officer

Trustees Absent

Rob King
Charlie Lucas
Sandi Macdonald, Ex Officio

Faculty/Staff (Continued)

Ginger Caston, Executive Asst. to Chief
Marketing Officer
Shannon Henry, Director of Internal Audit
Cindy Liberty, Ex. Director of the Foundation
Suzanna Watkins, Director of Summer
Programs
Lynda Lotich, Asst. Director of the Kenan
Institute
Marla Carpenter, Director of Communications
Lauren Whitaker, News Services Manager
Joan Roggenkamp, Executive Asst. to Chief
of Staff
Jackie Riffle, Interim Director of Budget
Allen Carnes, Director of Purchasing
Hassiem Muhammad, Incoming SGA
President
Elizabeth White, Web Producer
Corrine Luthy, Web Editor
Jeremy Serkin, Customer Relationship
Manager
Jason Czaja, Campus Performance Facilities

Convene Open Session

Chairman Michael Tiemann convened the February 10, 2017 meeting of the University of North Carolina School of the Arts Board of Trustees at 9:06 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 December 9, 2016

MOTION: Steve Berlin moved to approve the Open Session minutes of the December 9, 2016 Board of Trustees meeting. Erna Womble seconded and the minutes were unanimously approved.

Report from Chancellor Bierman

Chancellor Bierman delivered the following remarks to the Trustees:

Good morning and welcome. How many of you watched Super Bowl 51 on Sunday? Ok, for those of you willing to admit it, how many watched ONLY to see Lady Gaga's halftime show? For those of you who saw her perform, did you find yourself wondering how many UNCSCA grads worked behind the scenes to create all the spectacular lighting, costumes and special effects? I know of at least two key players (or most valuable players)—MFA Stage Automation alums Brian Mandel and Craven Barker, who work for Flying by Foy, the company responsible for Lady Gaga's flying rig. Brian is an automation technician who prepared the equipment package and Craven Baker is an Assistant Technical Designer who engineered the winch system. Our UNCSCA alums also flew Katy Perry as a shooting star in 2015, and I swear one of these days I'm going to make them fly me into a Legislative session in Raleigh.

The work of our alumni, students, faculty and staff has shaped the culture of our state, the South, and the nation since our founding in 1963. But I bet if you asked the average North Carolinian what connection they have to UNCSCA, they'd say "none." And yet 70% of America, and probably an even higher percentage of North Carolinians, tuned in for the Super Bowl. That's why it's important for all of us to start making those connections: for some it may be the organist in a local church who helps deepen their faith, or the instructors and performers associated with countless community arts organizations who help our children experience a world of transcendent beauty beyond their screens. But for anyone who watches movies or television, listens to music, has heard of *Wicked* or *Hamilton*, attends live performances, or has seen the Super Bowl half time show, the connections extend much further than we could have imagined, without us even knowing it!

Every semester I hear more and more stories that reveal the depth and breadth of our alumni's impact across the global arts and entertainment industry, and how their creativity and talent are shaping and defining popular culture.

A culture is defined by its stories. We use stories to communicate our traditions, values and beliefs. Our history is recorded in stories, and our future is molded by them. Stories create connections and dissolve barriers. One of the greatest artpreneurs of all time said storytellers "restore order with imagination. We instill hope again and again." He also said: "Of all our inventions for mass communication, pictures still speak the most universally understood language." Can anyone guess who I'm quoting here? America's first and foremost imagineer, Walt Disney.

And who tells our stories? Artists do. On the page and the stage, on screens of all sizes, in the dance theatre and the concert hall, through sculpture, painting and photography, it is the voice and the vision of artists who remind us who we are, where we came from, and what we might become. They engage, enlighten, and entertain us with their vision, often transcending borders, crossing generations, and enduring for centuries.

In just a little more than 50 years, the artists who have trained at UNCSEA have lent their vision and their voices to stories that define and illustrate our culture, chronicle the past, and imagine the future. I'll share a handful of examples.

Hopefully, you know of our connections to the show that has forever changed the Broadway musical. As Ben Brantley said in *The New York Times*, "Hamilton" is "making its own resonant history by changing the language of musicals" and that its astounding success is "proof that the American musical is not only surviving but also evolving in ways that should allow it to thrive and transmogrify in years to come."

Our own Paul Tazewell (1986) was part of the "Hamilton" creative team, designing the costumes that won him a Drama Desk, a Lucille Lortel, and ultimately a Tony Award.

Last October, "Hamilton" opened in Chicago, where it is sold out for the foreseeable future and in November it opens in London. In the meantime, the national tour will carry Paul's beautiful costumes to every corner of the map, from Seattle to San Diego, Boston to Fort Lauderdale. When you get a chance, check out the alumni story about Paul on our Design and Production web page, and read how his time at UNCSEA continues to inform his work today.

And did you know we have three additional connections to "Hamilton"? Charles Osborne, a 2012 graduate of the School of Drama, is special assistant to producer Jeffrey Seller, 2013 D&P alumna Bridget Van Dyke is a project manager working for Hudson Scenic on sets for the tour, and Howell Binkley, a Winston-Salem native and frequent UNCSEA guest artist, won a Tony for Best Lighting Design of a Musical.

You'll discover UNCSEA connections to Broadway productions in nearly every Playbill. Same goes for the opening and closing credits in dozens of major films: The names of UNCSEA grads appear in every category, including some of today's hottest writers, directors, actors, cinematographers, and technicians.

Few film franchises have impacted popular culture more than "Star Wars," with its iconic characters, ground-breaking visual effects and spectacular soundtracks. Did you know that alumni of the School of Filmmaking have worked on the last two installments of the "Star Wars" series? Will Files (2002) was sound designer for 2015's "The Force Awakens," and Kevin Hickman (1999) was first assistant editor for last year's "Rogue One." "The Force Awakens" is among the highest grossing films of all time, with a box office of more than \$2 billion, and "Rogue One" has earned more than \$1 billion since its release just two months ago.

The stories told in these movies endure for generations, with cultural and economic impact way beyond the box office once you consider all the licensing deals, retail product lines, on-demand rentals, soundtracks, and so on. Sound and lighting designers, editors and other crew members shape the way we experience these films as much as actors, writers and directors.

If you've kept up with our press, you know that UNCSA alumni have connections to six of the nine films nominated for Best Picture at this year's Academy Awards. We'll be on the edges of our seats on Feb. 26 to see if Lucas Hedges wins the award for Best Supporting Actor for his heart-wrenching performance in "Manchester By the Sea." Lucas is on leave from the School of Drama, making his stage debut in the off-Broadway American premiere of "Yen," and awaiting his next two feature films, "Three Billboards Outside Ebbing Missouri," opposite Frances McDormand, Woody Harrelson and Peter Dinklage, and "Lady Bird," opposite Laurie Metcalf, Tracy Letts and our own Stephen McKinley Henderson (Class of 1972). Lucas also is a second-generation Pickle and second-generation Oscar nominee, the son of Drama alum Peter Hedges (Class of 1984), who was nominated as screenwriter of 2003's "About a Boy." Peter and his wife, Susan Bruce, are members of our Board of Visitors.

Stephen McKinley Henderson, by the way, appears in not one but two Oscar-nominated pictures: "Manchester By the Sea" and "Fences," with Denzel Washington.

While all of UNCSA's Oscar connections deserve special mention, I'd like to highlight one in particular: If you haven't seen "Loving," written and directed by 2001 School of Filmmaking graduate Jeff Nichols, go see it! In true Pickle fashion, Jeff hired numerous other alums to work on the film, including 2001 film school cinematography grad Adam Stone. *The New Yorker* called it "astonishing" and "a landmark film" about the 1967 case that nullified laws banning interracial marriage. Lead Ruth Negga is nominated for Best Actress.

The Academy Awards, like the Tonys and Emmys and Grammys, celebrate the prolific creative breakthroughs in American popular culture, for which our alumni continue to produce award-caliber work. Veteran Drama alumni like Joe Mantello (1984) and Mary-Louise Parker (1986) have earned their place in American theater and television history by amassing numerous awards for extraordinary works. This past September, UNCSA alumnus Jim Lauderdale (1979) was presented with the Wagonmaster Award by none other than the King of Country, George Strait. The Wagonmaster is a prestigious lifetime achievement honor reserved for individuals who are considered the most valuable contributors to the heritage of American roots music. So not only has Jim become one of the most popular, not to mention most venerable, interpreters of this genre but he's also pushing the genre mainstream. He's also won two Grammys.

More recent alumni like David Gordon Green (1998) and Danny McBride (1999) are in the process of establishing their legacies; whether it will be "Vice Principals" or "Manglehorn" is still "Up in the Air." And even younger alumni have started to make their mark on modern culture. Film alumna Vera Herbert of the Class of 2011 is a producer and writer of television's most celebrated new drama, "This Is Us" on NBC, a heartwarming show that mines themes that are prevalent in our culture: race, body image, and family relationships evolving over decades. Drama alumna Tiffany Little Canfield (2000) is the casting director. Stay tuned for the Emmy nominations in June. I predict that Vera, Tiffany and "This is Us" will be well represented.

As always, UNCSA has been fully represented at this year's most prestigious festivals and in coveted rankings. Excuse the pun, but the film school has been on a roll this year, and I'd like to share two great successes. I'm thrilled to report that *The Wrap*, an award-winning news outlet covering the business of entertainment and media, ranked our film school No. 10 on a list of the nation's top 50 film schools! That news coincides with the film school's ever-expanding presence at the annual Sundance Film Festival. Held last month, this year's festival included 15 films that featured alumni work; while 1999 alumnus Jody Hill served as a juror, and 2001 alumna

Rebecca Green attended as a Women at Sundance Fellow. To top it off, Dean Ruskin hosted an official Sundance panel discussion with leaders from the virtual reality entertainment industry. We're quickly building a reputation as a pioneer in this emerging technology, and I'm telling you now: It will radically disrupt, transform and upend not only entertainment as we know it, but education, engineering and medicine. That's why part of the anonymous \$10 million gift I told you about in our last meeting will be used to establish our Institute for Performance Innovation--to get ahead of the game in content development for virtual reality platforms. The institute will be a place where artists can learn to tell stories in new ways, reshaping arts experiences for 21st-century audiences and weaving new threads into our American culture. As surely as artists tell stories that record our past and illustrate our present, they also help us to envision our shared future. Artists distill our dreams and creatively convey them across a variety of platforms. And when the existing platforms aren't enough, artists create new ones. I want our Institute for Performance Innovation to spark innovation and open up new career pathways for our students that we never could have imagined just a few years ago!

The average North Carolinian, when asked what connection they have to UNCSA, should know these things. "*Hamilton*," "*Star Wars*," the Super Bowl, Sundance, the Oscars, the Emmys...I may be biased, but as a taxpayer in this state, I love knowing that my investment in public education supports not only game-changing research, state workforce development, and community engagement, but also unleashes talent that spurs economic development as well as touches the hearts, feeds the souls, and fuels the imagination of millions of people across the world.

I mean that quite literally, whether your passion is film, television, music, dance, theater, or, as I just learned this week, opera. Did you know that most if not all of the Stage Automation department at the Metropolitan Opera are alumni of D&P? Talk about crossing borders! Aside from the hundreds of thousands of audience members who flock to the Met all season, each Live in HD broadcast airs on 2,000 screens in 70 countries, on six continents, changing the way that millions experience and relate to opera. Stage automation literally moves the story in such a way that it can be appreciated cinematically, and without boundaries.

And I'm proud to say that we're bringing the world to campus. Last Tuesday I hosted a group of supporters for a stunning performance of "*Florencia en el Amazonas*," an opera by Mexican composer Daniel Catán; and later this month, the Spanish choreographer Goyo Montero presents the US premiere of his spectacular "*Benditos Malditos*" during our Winter Dance concert. Montero is principal choreographer for Nuremberg Ballet and has served on the jury of the prestigious Prix de Lausanne, where his choreography is part of the repertoire. The experience of working with him will no doubt inspire our young dancers for years to come as they, in turn, create and perform compelling stories through dance.

Through collaborations with artists like Montero, and our internationally diverse faculty including, Misha Tchoupakov, Eduardo Sicangco, Janos Kovacs, and Dmitri Shteinberg, our emerging artists develop a universal language for telling their stories. We need to hear their stories as much as they yearn to tell them. Award-winning British author Philip Pullman said, "After nourishment, shelter and companionship, stories are the thing we need most in the world."

I began my remarks today with the words of one of the greatest of American storytellers, the cultural icon Walt Disney. I will close with his words as well. "It's just been sort of a dress rehearsal and we're just getting started. So if any of you start resting on your laurels, I mean just forget it, because...we are just getting started."

Report from the Audit Committee

Steve Berlin, Audit Committee Chair, reported that the Audit Committee met on Tuesday, February 7th, and discussed the following:

Completion of the 2016-2017 Internal Audit Plan

- Internal Audit's completed audits and advisory services for the 2017 fiscal year have resulted in reports that produced 18 written recommendations and 1 verbal recommendation for improvements in the Information Technology and Human Resource offices.
- The auditors have also conducted numerous consults with University personnel.
- 88% of previous Internal Audit findings have been resolved and the University has implemented 77% of Internal Audit's recommendations. UNCSCA continues to meet or exceed internal audit's target recommended implementation rate of 70%.
- The Winston-Salem State University Internal Audit Office has expended 1,335 hours versus 626 hours planned through this period. The committee raised concerns and discussed the possibility of additional resources since demand far outweighs the Office's current capacity.

Discussion of Internal Audit Reports

- One investigative report was completed during the quarter and discussed in closed session.
- One investigation, as well as one audit of year-end inventory balances, are in progress.

Ethics Committee Charter

The Audit Committee approved the Ethics Committee Charter as drafted by Shannon Henry. The Ethics Committee will provide oversight and make decisions with respect to the University's ethics policies and procedures.

Report from the Endowment Fund Board

Michael Tiemann, Chair of the Endowment Fund Board, reported the following from their February 9th meeting:

- Carin Ioannou, Vice Chancellor for Finance, reviewed the Investment Summary as of December 31st. The fund has experienced \$1M in realized and unrealized gains since July 1st.
- An income distribution of \$891K was disbursed from the funds for a combination of scholarship and operating expenses. This leaves a net increase to the investment pool of \$145K.
- The Endowment Board approved a new spending policy that allows for flexibility in the distribution from a minimum of 2% to a maximum of 5%.
- The Endowment Board also approved the income distribution for next academic year.
- One exception to the distribution was approved. After discussions with Mr. Kenan last night, the distribution for the Kenan Organ Professorship will remain at 5%.

Report from the Advancement Committee

Ralph Womble, Committee Chair, reported the following from the Advancement Committee:

- Ed Lewis, Vice Chancellor for Advancement, reviewed the financials for the committee, including unrestricted funds, restricted funds, and temporarily restricted funds.

- Unrestricted Funds: As of December 31, the Annual Fund Fall Appeal raised \$48,471.83.
 - This appeal consisted of an initial fundraising letter signed by Student Body President Tareake Ramos.
 - 43,496 pieces were mailed and the School received 355 gifts from 345 donors (some gave more than once). This resulted in a response rate of .79%. The average gift was \$136.54. The average gift per donor was \$140.50.
 - This does not include donations from Giannini Society members who receive more personalized correspondence.
 - From October-December, we raised \$145,921 from donors renewing their Giannini Society memberships or joining the Giannini Society.
 - As of December 31, the Annual Fund had raised a total of \$388,675.18.
 - The spring direct mail appeal is scheduled to drop at the end of March. This is about a month earlier than we typically mail it so as not to conflict with the Day of Giving in April.
 - At the end of January, Advancement sent letters to the parents of graduating seniors asking them to purchase a commemorative brick to honor their graduate. All brick orders received by the end of February 2017 will be installed by graduation so families can see their brick on campus.
 - Save the Date - Our second annual **Day of Giving** will take place on **Thursday, April 27**. Please consider making an online donation that day to help us build on the success of last year's Day of Giving. More details will be released as we get closer to the date.
- **Donor Cultivation and Solicitations**
 - The Advancement team participated in a day-long workshop to review the results of its Target Analytics update and is working to build and refine donor/prospect portfolios and develop and implement appropriate strategies.
- **Staffing**
 - The Major Gift Officer position was posted on January 12.
 - Manager of Alumni Relations: The search committee has narrowed the pool to three candidates who will interview on campus in early February.
- **Comprehensive Campaign Process Update**
 - **Feasibility Study**
 - An internal campaign feasibility study committee convened, compiled, and reviewed the list of interviewees.
 - A Statement of Need has been created and mailed to the list of approximately 60 study interviewees to be discussed at their interviews.
- **Events**
 - **NextNow 2017: *Classic Meets Cutting Edge*** is February 25. More than 300 people will join us for the Winter Dance performance featuring Paul Taylor 2 Company and the NextNow after party with students, alumni and Honorary Chairs alumni Dwana Smallwood '93 and Wanda Plemmons '68. This event raises critical funds for UNCISA's student scholarship program. Ticket sales close on Tuesday, February 14th.

- UNCSA will welcome Martin Ferrell, Dean of the High School, with a special reception on March 9th.

UNCSA Foundation Board Report

- Advancement Committee
 - As of December 31, 2016, board member giving for the fiscal year is at 80%.
 - The Advancement Committee will meet in March to start planning for the next GALS event.
- Foundation Board
 - Accepted the letter designating fiduciary oversight of the Thomas S. Kenan Institute Fund for the Arts from the Board of Trustees.
 - Approved the Endowment Distribution Calculation for FY 2018.
 - Reviewed governance MOU regarding South Main Street Development.
- Board Development Committee
 - The Foundation Board is currently accepting nominations for potential board members. The focus of recruitment this year will be for the Advancement Committee and the Real Estate Development Committee. There will be 6 potential slots available.
- UNCSA Foundation Management LLC
 - Due diligence is still in process; Phase 2 Environmental Studies are completed
- Semans Art Fund
 - Student Grants are due to the Art School Deans on February 10, 2017.
 - The next Semans Art Fund Board Meeting is scheduled for March 31, 2017.
- Thomas S. Kenan Institute for the Arts (TSKIA)
 - Foundation is working closely with TSKIA on economic development and place-making.

UNCSA Board of Visitors Report

- New Board Chair Anne Sessions met with the Office of Advancement to begin planning the year ahead for the Board of Visitors.
- The full board will vote on a slate of new members during the spring meeting on April 21.
- Upcoming projects include:
 - Refining the board's Member Emeritus status.
 - Introducing a new board management tool, BoardMax.
 - Preparing for a new board member orientation.

Report from the Finance Committee

Elizabeth Madden, Committee Chair, reported the following from the Finance Committee:

- Carin Ioannou, Vice Chancellor for Business Affairs, reviewed the financial reports from December 31st of 2016. Departments are spending conservatively with state appropriated funds and there were no big issues to highlight with institutional trust funds.
- Ms. Ioannou also gave a construction update that included:
 - Library Phase 3 and the Performance Place Renovation have held their project kickoff meetings with the designers.
 - The Old Library's kickoff project meeting will be held February 23rd.
 - The Campus Master Plan and Stevens Center Master Plan will hold their project kickoff meetings at the end of February.

- The Center Stage Fire Alarm Project, Gray Restroom Renovation, and the Dance Locker Room Project are on target to begin in the spring with completion dates set for August.

Report from the Personnel Committee

Phillip Horne, Committee Chair, thanked Erna Womble for chairing the committee while he participated via phone. Mr. Horne reported the following from the Personnel Committee Meeting:

- Tom Younce has been hired as UNCSCA's Interim Police Chief.
- James Lucas, Human Resources Director, reviewed the retirements and separations that have occurred since the last Board of Trustees meetings in December 2016.
- Human Resources will offer PeopleAdmin training for all Trustees to learn the software and become familiar with the modules.
- Jim DeCristo led a discussion about the work of the Quality Workplace Committee. Chancellor Bierman and Provost English are making themselves more visible on campus.
- Provost English and Mr. Lucas presented the Annual Human Resources Report which looks at Tier 1 non-salary compensation and faculty rank structures. Provost English recommended two revisions to the proposed report:
 - 1.) List the Dean of Music position as vacant since it was vacant during 2015-16
 - 2.) Edit the Tier 1 title of the Dean of Performing Arts to Dean of Liberal Arts.

MOTION: The Personnel Committee moved to approve the Annual Human Resources Report, with two revisions: 1.) list the Dean of Music position as vacant and 2.) to edit the title of the Dean of Liberal Arts. The motion was seconded by Steve Berlin and unanimously approved.

Report from the Academic & Student Affairs Committee

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

- Ward Caldwell, Vice Provost and Dean of Students, provided updates from the various departments of Student Affairs and Enrollment Management:
 - **Student Conduct** will be partnering with the Alcohol and Other Drug (AOD) Coalition to propose a pre-matriculation AOD course for all new undergraduate students.
 - **Portable Internships** have launched in partnership with the Kenan Institute for the Arts. The Internships will support selected students as they pursue unique opportunities for experiential learning, deepening of arts training and practice, and/or field research in a professional context of their choosing.
 - **Residence Life and Housing** reports that Spring 2016 occupancy totals are at 99% (max capacity is 226 beds) for high school and 101% for college (max capacity before tripling or quads at CSA is 530 beds).
 - **Prospective Student** application numbers continue to rise for the fourth year in a row, with the largest increases in Film and Dance. Music application numbers remain a concern; Admissions and Brian Cole (Dean of Dance) are working together on strategies and solutions.
 - **Registrar's Office** anticipates that 119 high school students and 233 college students will graduate in May.
- Provost David English reported on the searches that are in process for the Dean of Drama, the Vice Provost of Academic Affairs and the Director of Institutional Research. He also noted that UNCSCA is in the midst of a comprehensive executive training program.

Our campus is a leader in the system and one of the first to focus on the executive/professional training.

- Karen Beres provided updates from Academic Affairs regarding the Teaching and Learning Center (TLC). The website should be up by mid-February. She also highlighted the “Each One, Teach One” workshops, Canvas Learning Management System support and training, and support for faculty travel to pedagogical conferences.
- Tareake Ramos, President of the Student Government Association (SGA), provided an update on the work of SGA, as well as the results of the latest election. He introduced Hassiem Muhammad, the incoming SGA President for the 2017-2018 academic year.

Report from the Governance Committee

Chairman Tiemann reported that the Governance Committee did not meet, therefore there were no items to report.

Move to Closed Session

MOTION: Elizabeth Madden moved to go into Closed Session to prevent the disclosure of information that is privileged or confidential pursuant to the Privacy of State Employee Personnel Records Act, Article 7 of Chapter 126 of the North Carolina General Statutes. Ralph Womble seconded and the motion was unanimously approved.

Return to Open Session

Chairman Tiemann reported that the board discussed personnel issues, property, and the actions named during Closed Session.

Closing Remarks/Adjournment

With no further business to discuss, the February 10, 2017 meeting of the Board of Trustees adjourned at 11:00 a.m.

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