

**OPEN SESSION MINUTES**

February 28, 2020

University of North Carolina School of the Arts  
Hanes Student Commons, Eisenberg Social Hall  
Winston-Salem, North Carolina

**\*denotes voting Trustee**

**TRUSTEES PRESENT**

\*Ralph Womble, Chair  
\*Erna Womble, Vice Chair (phone)  
\*Steve Berlin, Secretary  
\*Anna Folwell  
\*Phillip Horne  
\*Maura Wetzel, SGA President  
\*Mark Land  
\*Rob King  
\*Elizabeth Madden  
\*Michael Tiemann  
Al Crawford (phone)  
Peter Juran, Foundation Liaison

**TRUSTEES ABSENT**

\*Greer Cawood  
\*Skip Dunn  
Sandi Macdonald, ex officio  
Susie Hamilton, ex officio  
Sue Henderson, BOV Liaison  
Tom Kenan, Emeritus

**STAFF PRESENT**

Brian Cole, Interim Chancellor  
Amanda Balwah, AVC and Secretary of the  
University  
Elizabeth White, Chair of Staff Council  
Mike Wakeford, Chair of Faculty Council  
Karin Peterson, Interim Ex. Vice Chancellor  
and Provost

David Harrison, VC for Institutional Integrity  
and General Counsel  
Jim DeCristo, VC for Economic  
Development & Chief of Staff  
Michael Smith, VC for Finance and  
Administration  
Ed Lewis, Vice Chancellor for Advancement  
Shannon Henry, Chief Audit, Risk and  
Compliance Officer

Angela Mahoney, Director of Human Resources  
Cindy Liberty, Ex. Director UNCSA Foundation  
Virginia Riccio, Ex. Assistant to the Provost  
Rich Whittington, AVC for Advancement  
Tracey Ford, Interim Vice Provost & Dean of Student Affairs  
Scott Zigler, Dean of Drama  
Dean Wilcox, Dean of Liberal Arts  
Tony Woodcock, Interim Dean of Music  
Susan Jaffe, Dean of Dance  
Michael Kelley, Dean of Design & Production  
Martin Ferrell, Dean of High School Academics  
Jeremy Serkin, Digital Media CRM  
Jackie Riffle, Director of Budget  
Lauren Whitaker, Media Relations Manager

Sharon Fogerty, Community and Summer Programs  
Wiley Hausam, Managing Director of Performance Facilities  
Lisa McClinton, AVC for Finance and Controller  
Paul Razza, Director of Admissions  
Suzanna Watkins, Director of Educational Outreach and Summer Programs  
Jane Kamiab, Director of Financial Aid  
Erin Baker, Executive Assistant to the Chancellor  
Katherine Johnson, Strategic Communications  
Staci Meyer, Dept. of Natural and Cultural Resources  
Matt Buie-Nervik, Campus Performance Facilities

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## **CONVENE OPEN SESSION**

Chairman Ralph Womble convened the February 28, 2020 meeting of the University of North Carolina School of the Arts Board of Trustees at 9:00 a.m. A quorum was confirmed. Chairman Womble reminded all members of the Board of their duty under the State Government Ethics Act to avoid conflicts of interest and appearances of conflicts as required by this act.

## **APPROVAL OF MINUTES**

**MOTION: Michael Tiemann moved to approve the open session minutes from the December 6, 2019 meeting as presented. Steve Berlin seconded and the minutes were unanimously approved.**

## **REPORT FROM INTERIM CHANCELLOR COLE**

Interim Chancellor Cole thanked the Trustees for their recent resolution addressing the North Carolina Legislature's budget impasse. He acknowledged that this is not a partisan issue, and shared remarks from Interim UNC System President, Bill Roper, who agrees that the state budget must be enacted right away so that the work of UNC System schools is not jeopardized.

Chancellor Cole went on to address the amazing work that continues at UNCSA despite the budget situation, and shared how we continue to tell our story across of the state of North Carolina, the nation, and the world. The success of our alumni is an important part of UNCSA's story. Their accomplishments are proof that UNCSA can do what it says it can do. He went on to share and celebrate alumni success stories and ways alumni give back to the School.

## REPORT FROM THE AUDIT, RISK AND COMPLIANCE COMMITTEE

Steve Berlin, Committee Chair, reported the following from the February 24th Audit, Risk, and Compliance Committee:

Interim Executive Vice Chancellor and Provost, Karin Peterson, presented an Enterprise Risk Management (ERM) update for Risk #1: Attract and Retain the Faculty Talent Necessary to Support Artistic and Educational Excellence. A bowtie analysis was completed to determine the:

- Root Causes of Risk
- Preventive Responses
- Potential Consequences
- Reactive Responses
- Financial Implications

From the assessment, the primary concern was the university's inability to address salary needs and expectations.

Greg Gleghorn, Director of Information Security, provided an update regarding information security projects. Over the past couple of years, Information Technology has:

- Conducted a GAP analysis for the ISO 27002 Standards;
- Performed annual assessments of controls and determined their maturity level;
- Improved the security infrastructure.

The security projects for 2020 are as follows:

- Cloud access security broker (CASB). This is a continuation from the last quarter of 2019 where UNCOSA is leveraging its current relationship with Microsoft and utilizing cloud services such as CASB.
- Disaster Recovery and Business Continuity. This is also a continuation from the last quarter of 2019. Microsoft may also serve as a partner in this project. Here UNCOSA may be able to leverage cloud storage to assist with disaster recovery and business continuity planning.
- The Multifactor Authentication (MFA). Pilot testing for MFA has begun. As issues are worked out gradual implementation of MFA will pursue.
- Cyber Insurance is in the process of being purchased. This transfer of risk will limit our exposure against major breaches. However, this is not a set and forget option. Beazley is our cyber insurance vendor.

The Chief, Audit, Risk, and Compliance Officer, Shannon Henry, and Audit Manager, Rod Isom, presented the following:

#### Internal Audit Reports:

- A risk monitoring memo concerning campus safety, identified areas of concern from the campus community, along with recommendations.
- In-Progress Internal Audit Reviews
  - Information Technology Operations Follow-up.
  - Minors on Campus.

#### Quality Assurance Review Update

- The Internal Audit Division from the NC Office of State Budget and Management was engaged to conduct an independent validation of Internal Audit's Quality Assessment Review, concerning: the activity's conformity with professional standards; the adequacy of its fulfillment of the organization's basic expectations; its successful practices; and opportunities for continuous improvement.
- Internal Audit received the top rating of Generally Conforms for all Standards, which is the highest rating available.

The Office is currently conducting a search for an IT Auditor.

### **REPORT FROM THE ACADEMIC AND STUDENT AFFAIRS COMMITTEE**

Mark Land, Acting Committee Chair, reported the following from the Academic and Student Affairs Committee:

Interim Provost Karin Peterson reported on the campus response to the unexpected death of Drama faculty member, Josh Foldy, over the winter break. The search for the new dean of the School of Filmmaking is underway along with eight faculty searches in five areas. Working with student government and Faculty Council, the Provost's office and the Office of Student Affairs designed our spring In-Service Day under the title "The Art of Wellness." Faculty and students were offered a suite of workshops from internal and external presenters focused on community wellness. The Provost updated the group on activities in the arts schools addressing our Equity, Diversity and Inclusion goals. The School of Design and Production created a Weekend of Women+ and brought a group of female technicians and designers to campus to discuss navigating a professional career in a male-dominated industry. The Provost is currently gathering information from across campus to document all campus-wide initiatives towards Equity, Diversity and Inclusion for presentation to the campus at the end of the school year. The next couple of months will involve creating a shared vision statement, and identifying the path forward for next year.

Vice Provost and Dean of Academic Affairs, Karen Beres, discussed organizational changes in the reporting structure under the Provost. The enrollment management team; Admissions, Financial Aid and Institutional Research now temporarily reports directly to the Provost. The University Librarian, the Coordinator of Learning Resources and the Director of Career Development and Community Engagement now report to Karen. The changes have created the opportunity for new partnerships, collaborations and shared resources. She gave an update on

the most recent cohort from Student Advantage week who have a 100% retention rate and an average GPA of 3.15. A new minor in German Studies was just approved this Wednesday by the Educational Policies Committee. There are currently 35 approved students working towards a minor in Arts Entrepreneurship.

Interim Vice Provost and Dean of Student Affairs, Tracey Ford reported on the development of a new Strategic plan for Student Affairs that emphasizes belonging, well-being and collaboration. She gave an update on the activities of the Student Engagement team, highlighting the Artist as Citizen conference, student performance projects and changes to the Beaux Arts end-of-the-year celebration. Student Engagement is working in partnership with Admissions and Strategic Communications to streamline communications to incoming students as well as develop an online digital platform that can educate new students about the culture at UNCSA before they arrive on campus.

The Director of Admissions, Paul Razza, presented total and incoming student headcount targets adjusted for spring census numbers. The headcount target went down by 12 students indicating a stronger retention rate than the three-year average prediction. Undergraduate applications are down 10% from last year. Strategies to address this are a text messaging campaign, prospect sourcing through Cappex and a digital marketing campaign. Enrollment deposits are up 92% compared to last year at this time. 7% more students who have submitted an application have registered for auditions and interviews over last year.

The Chair of Faculty Council, Mike Wakeford, gave an update on visits to Faculty Council by the Director of Budget, the University Ombuds and the Interim Director of the Teaching and Learning Center. Faculty salaries continue to be a top priority.

Maura Wetzel, Student Body President and Board Member, highlighted the following from the Student Government Association:

- Gender neutral signage for single stall bathrooms has been approved and will go up soon.
- UNCSA has had 100% attendance at all system-wide SGA meetings.
- The Council of Student Body Presidents has reviewed the tuition and fees process and has requested more structure at the system level. Next year, SGA Presidents will receive information tuition and fees information when the Schools receive the information.

Ms. Wetzel went on to address a recent issue at East Carolina University that involved Trustees providing a financial incentive to a student to run for SGA president in return for their vote to complete a majority vote. She went on to thank the Trustees at UNCSA for the good and honest work they do to support all students at UNCSA. She also announced that Nic Brown, a rising 3<sup>rd</sup> year student in the School of Drama is the SGA President-Elect.

## **REPORT FROM THE ADVANCEMENT COMMITTEE**

Mark Land, Committee Chair, reported the following from the Advancement Committee:

### **Fundraising**

- Annual Giving (Unrestricted Revenue) is ahead of budget projections, due in part to Campaign giving.
  - Day of Giving will be March 19, 2020. Mark your calendars.
- Temporarily Restricted Revenue is on track to meet its goal.
- Permanently Restricted Revenue is slightly behind budget projections from where we were this time last year. We anticipate meeting this goal.
- Overall FY20 Fundraising Goal
  - As of January 31 we have exceeded our \$5.8 million goal by over \$920,000.

### **Staffing**

- Major Gift and Planned Giving Officer Sharon Storm will retire on June 30, 2020.
  - A committee has been convened to begin the search for her successor. We anticipate filling the position by July 1, 2020.

### **Comprehensive Campaign**

- NYC Campaign Launch event was January 19, 2020. There were 182 attendees and we announced a \$2 Million bequest from an Anonymous School of Music Alumnus.
- Advancement worked closely with Strategic Communication and an external PR firm to secure press for this event.
  - It was an opportunity to connect with NY and national press in person, make introductions and build connections.
  - We were able to secure interviews for the Deans and Brian Cole with press outlets such as The, NPR, Backstage, Musical America Worldwide and Pointe.
  - We received a lot of local press for this event as well.
  - We amplified our message through various social media platforms including Instagram, Facebook, Twitter and LinkedIn.
  - Next week, new campaign banners will be rolled out across campus.
- We will collaborate with the School of Filmmaking on a campaign announcement in LA on Wednesday, May 13, 2020.
- As of February 14, 2020, we have raised just over \$64 Million for the campaign!
  - The Campaign Leadership Circle met earlier in the week to discuss next steps concerning the goal. Further information will be provided soon.

### **Foundation Board**

- The Finance Committee reviewed second quarter financial statements and the calculated endowment distribution.
- Current fiscal year board member giving is at 93%. Total dollars given is 264% over last fiscal year.

## **Board of Visitors**

- The spring Board Meeting will be April 15-16 and will focus on the Campaign pillars of Scholarships and Faculty Support.
- The board will also vote on a slate of 8 new board members. The Nominating Committee is working to recruit members that bring diversity in age, race, geography, profession, and gender, skills/knowledge that will positively impact the board, as well as the ability to give time, talent and treasure.

### **REPORT FROM THE FINANCE COMMITTEE**

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

Michael Smith gave the budget and financial update to the committee. Absent an approved state budget, UNCOSA is operating under Continuing Budget Authority utilizing the permanent base budget from the 2018-2019 fiscal year. Implications of the budget stalemate were discussed, including an inability to effect most personnel actions, growing deferred maintenance requirements, and diminishing operational resources. Additionally, contingency planning efforts to mitigate the effects of a potential two-year budget stalemate are being developed and implemented.

Vice Chancellor Smith gave the capital projects update, providing specific updates on the New Residence Hall, Seman's Academic and Administrative Building, and Performance Place renovations.

Michael Smith, Vice Chancellor for Finance and Administration, reported Lisa McClinton, Associate Vice Chancellor for Finance, will be leaving UNCOSA as of March 31. She has accepted the Vice Chancellor for Business and Finance position at Elizabeth City State University. A reception will be held for her in the Library, on March 27<sup>th</sup> at 3pm.

### **MOTION TO GO INTO CLOSED SESSION**

**Phillip Horne moved that the board go into closed session to prevent the disclosure of information that is privileged or confidential pursuant to:**

**To consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee;**

**To prevent the premature disclosure of an honorary degree, scholarship, prize, or similar award; and**

**To prevent the disclosure of information that is privileged or confidential pursuant to Article 7 of Chapter 126 of the North Carolina General Statutes – State Employee Personnel Records.**

**Erna Womble seconded and the motion was unanimously approved.**

## **REPORT FROM CLOSED SESSION**

Chairman Womble reported that the Board went into closed session to consider the conferral of emeritus status, and to discuss confidential matters pursuant to State Employee Personnel Records, Title IX, and the Family Educational Rights and Privacy Act of 1974.

## **ADJOURNMENT**

With no further business to discuss, the February 28, 2020 meeting of the Board of Trustees adjourned at 10:38 a.m.