

OPEN SESSION MINUTES

February 26, 2021 | 9:00 a.m.

University of North Carolina School of the Arts
Winston-Salem, North Carolina

TRUSTEES PRESENT

*denotes voting Trustee

*Ralph Womble, Chair

*Erna Womble, Vice Chair

*Steve Berlin, Secretary

*Greer Cawood

*Skip Dunn

*Anna Folwell

*Nic Brown, SGA President

*Mark Land

*Rob King

*Elizabeth Madden

*Kyle Petty

*Michael Tiemann

Tom Kenan, *ex officio*

Sandi Macdonald Secretary Reid Wilson

Al Crawford, Alumni Representative

John Wigodsky, Foundation Liaison

STAFF PRESENT

Brian Cole, Chancellor

Patrick Sims, Ex. Vice Chancellor and
Provost

Karen Beres, Vice Provost and Dean of
Academic Affairs

Jim DeCristo, VC and Chief of Staff David

Harrison, Vice Chancellor and General
Counsel

Claire Machamer, Vice Chancellor for
Strategic Communications

Ed Lewis, VC for Advancement

Michael Smith, VC for Finance and
Administration

Tracey Ford, Interim Vice Provost and
Dean of Students

Jared Redick, Interim Dean of Dance

Dale Pollock, Interim Dean of Film

Scott Zigler, Dean of Drama

Michael Kelley, Dean of Design and
Production

Dean Wilcox, Dean of Academic Affairs
Mike Wakeford, Chair of Faculty Council
Sharon Fogarty, Chair of Staff Council
Amanda Balwah, AVC and Secretary of
the University
Joan Roggenkamp, Ex. Assistant to the
Vice Chancellor and Chief of Staff
Ginger Caston, Executive Assistant to the
Provost and Vice Provost
Erin Baker, Executive Assistant to the
Chancellor
Elizabeth White, Strategic
Communications
Suzanna Watkins, Director of Summer
and Community Programs
Jeremy Serkin, Strategic
Communications Katherine Johnson,
Strategic Communications

Wendy Emerson, Associate Vice
Chancellor and Controller
Lauren Whitaker, Strategic
Communications Marla Carpenter, Senior
Communications Manager
Maura Wetzal, Former SGA President
Paul Razza, Director Admissions
Virginia Riccio, Special Assistant,
Provost's Office
Richard Whittington, AVC for
Advancement
Rod Isom, Interim Chief Audit, Risk and
Compliance Officer
Lynda Lotich, Interim Ex. Director of the
Kenan Institute
Cindy Liberty, Ex. Directory of the
Foundation
Angela Mahoney, Director of Human
Resources
Paul Razza, Director of Admissions
Jeff Gredlein, Division of Liberal Arts

GUEST PRESENT

John Newsome, *Winston-Salem Journal* and *Greensboro News & Record*

CONVENE OPEN SESSION

Chairman Ralph Womble convened the February 26, 2021 meeting of the University of North Carolina School of the Arts Board of Trustees at 9:01 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.

Chairman Womble welcomed D. Reid Wilson, Secretary of the North Carolina Department of Natural and Cultural Resources, to his first meeting.

OATH OF OFFICE

Ginger Caston, Notary Public, administered the Oath of Office to Secretary Wilson.

APPROVAL OF MINUTES

MOTION: Michael Tiemann moved to approve the open session minutes from the December 4, 2021 meeting as presented. Erna Womble seconded, and the minutes were unanimously approved.

REPORT FROM CHANCELLOR COLE

Chancellor Cole welcomed everyone to the virtual Board of Trustees meeting. He highlighted the following regarding Covid-19:

- Faculty, staff, and students continue to demonstrate an incredible commitment to UNCOSA and the Community Health Standards.
- Re-entry testing was required of everyone returning for spring semester.
- Covid cases have been low due to everyone's adherence to safety protocols.
- There are currently nine student cases, and each of those students have eight to nine contacts in quarantine.
- With Covid fatigue setting in, messaging is going out to the entire campus about the importance of remaining vigilant and following all community standards so we can continue to have in-person classes throughout the spring semester.
- Campus surveillance testing will continue each week throughout the spring semester.
- Covid vaccines are on the horizon and we hope to host vaccine clinics on campus.
- The Covid Dashboard has been effective and timely in keeping the campus community updated about Covid cases.

Chancellor Cole noted that December's Tuition and Fees proposal was approved by the Board of Governors (BOG) last week. This proposal included a \$30 increase in the security fee to help fund Campus Police.

December's *Nutcracker* virtual event was a great success! 1,200 households tuned in on opening night and UNCOSA raised \$255,394 for scholarships.

Design & Production's *Photona Pulse* premiers tonight, and other virtual performances are planned throughout the semester.

The Equity, Diversity, and Inclusion (EDI) Committee has been hard at work drafting a plan that will soon be shared with governing bodies of the University. That plan will be shared with the Trustees at the April meeting.

Chancellor Cole thanked current Student Government Association (SGA) President Nic Brown, and Past President Maura Wetzel for all their hard work to secure gender-neutral bathroom signage across campus. Twenty-nine restrooms now feature this new signage.

REPORT FROM THE AUDIT, RISK, AND COMPLIANCE COMMITTEE

Steve Berlin, Committee Chair, reported the following from the February 23rd meeting of the Audit, Risk, and Compliance Committee:

Jim DeCristo, Vice Chancellor for Economic Development and Chief of Staff provided an Enterprise Risk Management update. A majority of the ERM efforts have been focused on Covid-19 since March of this year, but the School is beginning the process of re-evaluating UNCOSA's risk priorities with a survey to go out in the spring. The goal is to complete the process and submit the top five risk priorities to the UNC System Office by April 30th.

Greg Gleghorn, Director of Information Security, provided an update regarding Information Governance and Security. Security awareness training, specifically through phishing campaigns, is underway. Plans and recommendations have been developed as UNCOSA advances its security awareness training program. The BOG recently approved updated IT governance to support Policy 1400.1, Information Technology Governance. UNCOSA IT is already performing many aspects of this policy and plans to engage an outside consultant to accelerate maturity.

Valerie Thelen, Chief Compliance Officer and Director of Title IX, provided the following update:

- The annual Security and Fire Safety Report, which falls under Clery Act Compliance, was released in December. Due to COVID-19, the reporting was extended to December 31st from the usual October 1st deadline. The annual reporting is required by federal law and includes a summary of crime statistics for the three previous calendar years.
- The Department of Education Office for Civil Rights has indicated there will be updated guidance regarding Title IX and Clery Compliance. There is no timeframe for when it will be issued.
- The Title IX Office will be sponsoring and conducting the National College Health Assessment (NCHA), which is a student survey that will gather data on many topics related to health and wellness, including: sexual assault, data violence, stalking, sexual health, and information related to mental health.
- The Title IX Office is also working with campus partners to develop a specialized program designed to work on addressing inappropriate/concerning behavior through a preventative/restorative approach focusing on developing healthy communication, self-reflection/evaluation, professionalism, conflict resolution, and bystander intervention. This is being designed in response to an increase of reports involving behaviors that do not necessarily fall under Title IX or other policies but could lead to more serious issues in the future if not addressed.

Rod Isom, Interim Chief Audit, Risk, and Compliance Officer, provided the following updates:

- Internal Audit currently has three vacancies within the unit. The IT Auditor search has identified two finalists and an offer is expected to be made soon.
- Medical Wig Investigative Review
 - Management received a complaint related to questionable business practices within the Medical Wig Class.
 - The review resulted in three reportable observations and eleven recommendations. The review observed inadequate conflict management, not following hiring protocols, and purchasing card violations.
 - A Notification of Risk Memo was issued related to students who work for the faculty member's personal business are not paid in a timely manner and the class lacks overall organization. Two recommendations were provided for improvements.

- Fieldwork is underway for the COVID-19 Spending and Response Plan. Internal Audit is on track for the report to be issued and discussed for the next ARCC meeting.
- Four projects have been completed thus far with one project currently in progress.
- To date, for FY21, Internal Audit has completed audits resulting in reports that produced nine observations and twenty-three written recommendations for the following University departments: Office of the Provost, Community & Summer Programs, Community Engagement & ArtistCorp, Human Resources, Design & Production, Foundation, and Legal Affairs.
- The Council of Internal Auditing has established a work group in developing a maturity model for internal audit departments. The model will be used to help audit departments conform with IIA Standards and will be used as a roadmap for continuous improvements. The expectation thus far is for the assessment to be completed on an annual basis with an attestation to be signed by the Chief Audit Officer and their boss.
- Internal Audit will be conducting their annual risk assessment earlier than usual to allow for the upcoming audit plan to be approved for the start of the fiscal year

REPORT FROM THE GOVERNANCE COMMITTEE

Rob King, Committee Chair, reported the following from the Governance Committee:

The committee reviewed the one current and five future vacancies on the Board. One vacancy is within the NC House, one in the NC Senate, and four from the UNC Board of Governors.

Jim DeCristo, Vice Chancellor and Chief of Staff gave a brief update on state relations and the state budget. The UNC BOG finalized and submitted to the NC General Assembly its list of operating budget priorities. The four priorities are:

- Salary increases
- Enrollment funding
- Building Reserves
- NC Promise (Does not affect UNCOSA)

UNCOSA's priorities are completely aligned with these System-level priorities. The UNC BOG also finalized and submitted its capital priorities. The list includes the Stevens Center comprehensive renovation project and several smaller projects on campus. The Stevens Center is UNCOSA's number one priority for major capital projects and we are pleased to see it supported by the UNC BOG. Recently, the Forsyth Delegation also offered its support for the project by filing House bill 131 requesting funding for the comprehensive renovation project.

REPORT FROM THE ENDOWMENT FUND BOARD

Ralph Womble, Board Chair, reported the following from the Endowment Fund Board meeting:

Wendy Emerson, Associate Vice Chancellor for Finance, reviewed the UNC Management Company Flash Report and the UNCSA Endowment Fund Investment Summary as of December 31, 2020. Ms. Emerson stated the UNCSA Endowment Fund Investment Summary reflects overall net earnings of 17.3% for the 1st half of the 2021 fiscal year. As of December 31, 2020, there have been 4 new endowment gifts, totaling \$1,950,000 added to existing endowments.

As part of a periodic assessment and evaluation process, the Board reviewed and approved the updated Endowment Fund Investment Policy. The updates were minor and were for clarification purposes.

REPORT FROM THE ADVANCEMENT COMMITTEE

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

Fundraising Report

In Unrestricted Revenue, UNCSA is close to budget projections for the end of January. The delay in mail delivery may have influenced end of calendar year giving.

Advancement will take this into consideration as they plan for end of fiscal year solicitations.

Advancement anticipates meeting and possibly exceeding the unrestricted fiscal year goal of \$575,000.

Some ground was made up in Temporarily Restricted Revenue. Part of this was due to the Lettie Pate Whitehead grant as well as *The Nutcracker* success.

UNCSA has exceeded the goal in Permanently Restricted Revenue.

Staffing Update

The Office of Advancement has welcomed two new staff members:

- Milton Costen III, Database Administrator
- Anne Watkins, Major Gift/Planned Giving Officer

The Council for Advancement and Support of Education (CASE) has awarded the UNCSA Office of Advancement for the following achievements:

- **Gold Award Winner** for “What it Takes” campaign video
- **Silver Award Winner** for Winston-Salem Public Campaign Launch event

Comprehensive Campaign

Advancement is in the final 5 months of Powering Creativity: The Campaign for UNCSA. The total as of February 18, 2021 is \$72,815,642.36.

The Office of Advancement is working with major gift prospects to close several 6 and 7 figure gifts by end of the fiscal year.

Events

The Nutcracker Opening Night Scholarship Benefit raised \$255,394 for scholarships, was attended by 1,201 households and potentially more than 4,800 individuals.

The audience participated from 40 states and 84 cities in North Carolina, and 60% of the participants joined from outside of Winston-Salem.

International audiences include Japan, the UK, France, Belgium, South Korea and Australia.

The film has since been viewed more than 116,000 times worldwide as of the end of January.

This is the largest audience in 55 consecutive years, 7 times the previous record. Board members are encouraged to participate in **Day of Giving on March 25**. Events this semester will continue to be virtual.

NextNow will be on **April 22** and will be hosted on the *Powering Creativity* app.

UNCSA Foundation Board

The Finance Committee approved the Endowment Distribution for FY22. The total Distribution increased by 18%, and the Scholarship Distribution increased by \$442K. The Foundation Board met on February 18 and approved the Technology Fund Policy, which supports technology needs for students in financial need.

Foundation Board Member giving participation for the current year is at 93%, and the total Foundation Board Member giving during the campaign exceeds \$5M.

In January, year-end giving letters were mailed to donors, and the 1099s were issued. Senior Accountant Linda Navarro started work at the Foundation on February 1, 2021.

UNCSA Board of Visitors

The Board of Visitors spring meeting will be on March 17, 2021, and it will be virtual. The Nominating Committee has agreed to extend new recruitment to the fall, which will allow more time to fully onboard the members that joined last fall.

A slate of new members will be voted on during the fall meeting.

This year's NC Arts Day will be virtual on **March 23-24**. The Advocacy Committee plans to join other arts organizations from Forsyth County to participate in legislative meetings.

REPORT FROM THE PERSONNEL COMMITTEE

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

Angela Mahoney, Director of Human Resources, reported on new hires and separations since the September meeting.

She also reported on the turnover rate for 2019 and 2020. Turnover at UNCSA is low in comparison to the 2020 CUPA survey data, which reflects a higher education rate of 13.2% for Exempt Staff, 15.4% for Non-Exempt Staff, and 10% for Non-Tenure Faculty.

HR is currently working on developing a plan to identify trends as it relates to vacancies due to the economy as well as due to the inability to provide a competitive market salary.

HR continues to report data daily on Faculty, Staff, and Contractors for the COVID-19 dashboard report. Teleworking has been encouraged by the System Office for those positions that can. HR continues to manage Staff teleworking requests and related reporting. UNCSA's COVID-19 response plan has been updated and HR offered 5 training sessions in January and February.

A Families First Coronavirus Response Act (FFCRA) update was provided to the committee. Leave benefits provided under this federal program ended on December 31, 2020. Starting January 1, 2021, absences that may have been covered by FFCRA are subject to the provisions outline in the System Office guidance for COVID-19 Leave Provisions effective January 1, 2021 – March 31, 2021, or until revised or rescinded.

Flexible work arrangements, including telework and alternate work schedules, are encouraged through March 31, 2021.

Management may approve permanent SHRA and EHRA employees to use up to 80 hours of Expanded Community Service Leave (CSL) to work with nonprofit organizations on COVID-19 volunteer activities. These hours are accounted for separately from an employee's regular community service leave allotment.

Learning and Development:

Ms. Mahoney reported on the need for a Learning and Management System (LMS) as well as an establishment of a new full-time position dedicated 100% to Learning and Development. Investing in professional development is vital for employee retention, workplace engagement, and will address any weaknesses/compliance concerns. HR has started exploring various systems and creative ways to obtain a position and an LMS due to the challenging financial times. The System Office is placing a stronger emphasis on professional development. Training and Professional Development is a new section on the HR Compliance Report (previously Management Flexibility Report). The report requires the university to indicate the number of permanent positions dedicated to professional development. UNCSA does not have an LMS system, nor a position dedicated 100% to professional development.

Human Resources Feedback Opportunity:

HR has reached out to the Deans and Department Heads to schedule individual appointments to discuss how our Human Resources team may better serve our internal customers. HR is looking at opportunities to refine processes, improve communications, and enhance customer service and relationships. The campus input is invaluable as we continue to seek ways to grow and evolve.

Equal Employment Opportunity Plan:

The Equal Employment Opportunity Plan (EEO) for 2020 has been submitted. The plan certifies the University of North Carolina School of the Arts (UNCSA) commitment to provide equal employment opportunities to all applicants and employees and follows the North Carolina Equal Employment Opportunity Policy along with all applicable federal and state laws.

The UNCSA Equity, Diversity, and Inclusion (EDI) Framework demonstrates leadership's commitment to EEO and serves as a University achievement within the EEO plan. UNCSA complies with the Office of State Human Resources standards.

The Annual HR Compliance Report (Management Flexibility) covers the Fiscal year July 2019 - June 2020 and includes information on the new and continuing EHRA appointments, salary and non-salary compensation for those new and continuing appointments, conferral of tenure, analysis of equity issues, and any audit findings. UNCSA complies with UNC System Office standards.

MOTION: The Personnel Committee moves to approve the UNC Management Flexibility report as presented. The motion was unanimously approved.

Staff Council Updates: Presented by Sharon Fogarty

At January's Staff Council meeting, UNCSA's turnover rate was discussed.

The Professional Development Committee met in December for a brainstorming event on possible workload solutions. As a result, they will plan the remaining fiscal year's professional development around offered suggestions.

A representative from IT will attend Staff Council meetings each month, presenting information on a current technology topic.

To ensure that the Staff Council understands each department's unique challenges, the Executive Staff Council will meet with all the District Representatives and Alternates.

REPORT FROM THE ACADEMIC AND STUDENT AFFAIRS COMMITTEE

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

Provost Patrick Sims reported that the deans have established student health and wellness and equity, diversity and inclusion as strategic priorities. There are plans for the

development of an on-boarding experience for first year students that would focus on these topics. Similar priorities are surfacing through the EDI Framework committee which will be submitting draft recommendations in the coming weeks. UNCSA will be partnering with the Black Theatre Coalition to provide minority students with connections and hands on work experience with theater leaders in executive, creative and administrative areas. The searches for the Deans of Film, Music and Dance are progressing well and we are on track to have the hiring in place by the summer. The search committees are very pleased with the candidate pools presented by our search firm, Isaacson Miller.

Vice Provost and Dean of Academic Affairs, Karen Beres reported that the Provost's Office and the Teaching and Learning Center, in conjunction with Faculty Council and the Faculty Development Committee, have developed robust training opportunities to support faculty teaching online or hybrid courses. The goal is to reduce faculty time spend seeking solutions so they can focus on their teaching.

Vice Provost Ford discussed the importance of student engagement activities that create opportunities for wellness and connection. These activities compliment the arts education and help with retention, student success and recruitment. Reentry testing and move-in went well and allowed us to screen 15 positive cases from coming to campus. Health Services is now providing weekend hours and limited testing. We currently have 7 positive cases on campus – only .5% of students. Each of the cases has yielded 8-9 contacts requiring quarantine which has put a strain on our bed capacity and the Student Affairs staff who provide services to them. It is evident when that number is so high that students are violating the community health standards.

The Director of Admissions, Paul Razza reported that though national admissions trends are down, UNCSA has several positive indicators for our incoming class next year. Auditions and interview numbers remain consistent with previous years and deposits are trending 35% higher than in previous years.

Faculty Council Chair, Mike Wakeford reviewed Faculty Council's work towards improving the course evaluation process, development of training and support for faculty teaching online and the reinstatement of an evaluation process for upper administrators. He reminded the group of continued concerns with faculty salaries at UNCSA.

We also received a report from SGA. Nic Brown reviewed Student Government goals for the rest of the year. The goals are to continue the Safety Walk initiative with Campus Police, strengthen collaboration and relationships with clubs and organizations on campus, and provide more transparency for students around COVID protocols. He reported that the gender-neutral bathroom signage on campus is complete. He also reviewed an app called Ready Education that Student Government is interested in using for the campus.

REPORT FROM THE FINANCE COMMITTEE

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

Michael Smith, Vice Chancellor for Finance and Administration, presented an update on

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the University of North Carolina FY21-23 Operating Budget Priorities: (1) UNC System Enrollment Funding, (2) NC Promise Program, (3) Building Reserves, and (4) Faculty and Staff Salaries. Mr. Smith also discussed the FY21-23 Capital Improvement Priorities which focus on maintaining the University's existing spaces.

He provided information regarding many of the ongoing initiatives occurring at UNCSA in response to the COVID19 pandemic. Mr. Smith discussed efforts to mitigate the spread of COVID19, transition to hybrid education, support student success, and provide students with emergency financial assistance.

Vice Chancellor Smith gave the capital projects update, providing specific updates on the New Residence Hall, Semans Arts and Administration Building, and Performance Place renovations. He briefly discussed the annual Repair and Renovation appropriation for UNCSA to address the backlog of deferred maintenance.

MOTION TO GO INTO CLOSED SESSION

MOTION: Mark Land moved to go into closed session to prevent the premature disclosure of an honorary degree, scholarship, prize, or similar award; and to consider the qualifications, competence, performance, or condition of appointment of a public officer or employee, or prospective public officer or employee. Michael Tiemann seconded and the motion was unanimously approved.

RETURN TO OPEN SESSION

REPORT FROM CLOSED SESSION

Chairman Womble reported that the Board of Trustees went into Closed Session to consider emeritus status and to discuss a candidate for the Alumni Representative position on the Board of Trustees. He then called on Rob King to present a motion from the Governance Committee.

MOTION: The Governance Committee moves to nominate Beth Petty as the Board Alumni Representative beginning July 1, 2021. The motion was unanimously approved.

ADJOURNMENT

With no further business to discuss, the February 26, 2021 Board of Trustees meeting adjourned at 10:10 a.m.

Respectfully submitted by: Amanda G. Balwah
Associate Vice Chancellor and Assistant Secretary of the Board of Trustees