

OPEN SESSION MINUTES

December 3, 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
*Mark Land, Vice Chair
*Greer Cawood, Secretary
*Jeffery Bullock
*Jenna Cusack, SGA President
*Skip Dunn
*Anna Folwell
*Rhoda Griffis
*Peter Juran
*Ches McDowell
*Kyle Petty
*Paul Tazewell

John Wigodsky, Foundation Board Liaison

TRUSTEE ABSENT

Tom Kenan, *emeritus*
Sandi Macdonald, *ex officio*
Beth Petty, *ex officio Alumni Representative*
Secretary Reid Wilson, *ex officio*

STAFF PRESENT

Brian Cole, Chancellor
Patrick Sims, Ex. Vice Chancellor and Provost
Jim DeCristo, VC and Chief of Staff
David Harrison, VC and General Counsel
Michael Smith, VC for Finance and
Administration
Claire Machamer, VC for Strategic
Communications
Karen Beres, Vice Provost and Dean of
Academic Affairs
Tracey Ford, Vice Provost and Dean of Student
Affairs
Amanda Balwah, AVC and Secretary of the
University
Richard Whittington, Interim VC for
Advancement

Michael Kelley, Dean of Design and Production
Kathryn McMillan, Special Assistant to the
Provost
Darren Chiott, Chair of Staff Council
Josh Selander, Chair of Faculty Council
Angela Mahoney, AVC and Director of Human
Resources
Scott Zigler, Dean of Drama
Endalyn Taylor, Dean of Dance
Saxton Rose, Dean of Music
Martine Green-Rogers, Interim Dean of Liberal
Arts
Martin Ferrell, Dean and Headmaster of the
High School
Rod Isom, Chief Audit Officer
Erin Baker, Ex. Asst. to the Chancellor

Joan Roggenkamp, Ex. Asst. to the Chief of Staff
Travis Andrews, IT Helpdesk
Laurel Donley, Counseling Services
Lauren Whitaker, Media Relations - Strategic Communications
Steve Martin, Assoc. Vice Chancellor for Facilities

Jeremy Serkin, CRM Manager - Strategic Communications
Marla Carpenter, Senior Communications Manager - Strategic Communications
Katherine Johnson, Director of Media Relations and Communications - Strategic Communications

CONVENE OPEN SESSION

Chairman Ralph Womble convened the December 3, 2021 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: Mark Land moved to approve the open session minutes from the October 1, 2021 meeting as presented. Greer Cawood seconded, and the minutes were unanimously approved.

REPORT FROM CHANCELLOR COLE

Chancellor Cole welcomed everyone to the second meeting of the academic year and noted that the end of the fall semester is fast approaching.

He provided a COVID-19 update, acknowledging the great progress the campus has seen since this time last year. 94% of students and 92% of faculty/staff are fully vaccinated. Unvaccinated individuals are enrolled in the campus surveillance testing program for weekly testing, and UNCSA continues to offer symptomatic testing. The positivity rate for symptomatic testing has remained steady at 1%. Indoor masking will continue through the spring semester.

Chancellor Cole celebrated the approval of a new state budget and praised the demonstrated commitment to higher education. The new state budget includes:

- 5% salary increases for faculty and staff over the biennium
- One-time bonuses
- 4-year tuition scholarships for UNCSA high school graduates attending a UNC-System School (this will be retroactive for students who graduated in 2021)
- \$25M for the first phase of the Stevens Center renovation, with an additional \$4.8M for roof and balcony repairs
- \$10.1M for repair and renovation needs for other UNCSA buildings

Chancellor Cole acknowledged that there are still large funding issues related to faculty and staff salaries. While the salary increases and one-time bonuses are a step in the right direction, the University still faces salary issues due to equity, compression, and competitiveness as the University works to recruit and retain stellar faculty and staff.

An update on UNCOSA's strategic plan was provided. UNCOSA Forward has been taking shape over the past 10 months. There have been focus groups, and a campus-wide survey was sent to all constituents to gather ideas and feedback. The results of that survey will be shared with the campus before the winter holiday break. The final draft of the plan will be presented to the Board of Trustees for approval at the March 2022 meeting.

Artist Village is nearing completion and students will move in at the beginning of the spring semester in January.

Nutcracker will run December 10th - 19th at the Stevens Center and will be available for streaming on December 20th. This year's presentation features all new choreography. Chancellor Cole noted that the Stevens Center balcony closure did put the school at a disadvantage for ticket sales, but with ramped-up sponsorships, and creative efforts such as a TikTok dance challenge for free tickets, ticket sales were very successful. UNCOSA brought in \$89k in sponsorships and \$460k in tickets sales, for a combined total of \$549k for scholarships, which almost matches the funds raised when the Stevens Center could operate at full capacity.

Chancellor Cole concluded his report by highlighting the recent successes of UNCOSA's alums.

REPORT FROM THE FINANCE COMMITTEE

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

Michael Smith, Vice Chancellor for Finance and Administration, provided an update on the recently enacted state budget. He discussed the many positive impacts for UNCOSA, with specific information regarding employee compensation, capital projects, enrollment growth, and building reserves.

Mr. Smith outlined the annual Tuition and Fees process for proposing adjustments to FY22-23 Tuition and Fees. The UNCOSA Tuition and Fees Committee presented a recommendation not to increase tuition or fees for the academic year 2022-2023. This recommendation was unanimously approved.

MOTION: The Finance Committee moved to approve the 2022-2023 tuition and fees schedule as presented, with no increases. The motion was unanimously approved.

Vice Chancellor Smith gave the capital projects update, providing specific updates on the Artist Village Residence Hall and Performance Place projects. He briefly discussed the annual Repair and Renovation appropriation for UNCOSA to address the backlog of deferred maintenance.

Mr. Smith provided background information regarding the All-Funds Budget, a UNC System initiative encouraging best practices in budgeting across the System. The All-Funds Budget will provide a comprehensive operating budget for each institution in a standard and consistent format, reflecting both the General Fund and the Institutional Trust Fund operating revenues and expenses.

Vice Chancellor Smith also provided an update on UNCOSA's financial statement audit which will be concluded within the next few weeks. It is expected to be another clean audit without any findings.

REPORT FROM THE ENDOWMENT FUND BOARD

Chairman Womble reported the following from the Endowment Fund Board:

Wendy Emerson, Associate Vice Chancellor for Finance, reviewed the UNC Management Company Flash Report and the UNCOSA Endowment Fund Investment Summary as of September 30, 2021. Ms. Emerson stated that the UNC Management Company Report reflects a slight loss of 0.9% for the month of September 2021 but has a recorded return of 3.7% for the 1st quarter of fiscal year 2022. UNCOSA's investments had an increase in net market value just over \$1.4 million.

For the 1st quarter of fiscal year 2022, there were two new endowment gifts totaling just over \$1.75 million added to the University's existing endowment pool.

In other business, Vice Chancellor Smith reported that an Endowment Fund Board meeting would be called after the Winter Break to review and approve the Endowment Fund distributions and an updated Endowment Fund Investment Policy. The University Endowment Fund Board seeks to update their investment policies and distribution percentages to match the Foundation's investment policies and distribution percentages, as an added benefit for our donors.

REPORT FROM THE ADVANCEMENT COMMITTEE

Kyle Petty, Committee Chair, reported the following from the Advancement Committee:

The Committee reviewed the numbers for FY22 YTD through October 31, 2021.

The search for the new Vice Chancellor of Advancement is still underway and updates will be provided as they are available.

Zyon Perkins started on December 1st as the new part-time Events Coordinator.

In partnership with Strategic Communications, Advancement has developed a new ticketing strategy and sponsorship effort to alleviate the seat deficit from the closing of the balcony this year in the Stevens Center (5,000 lost ticket sales over 10 performances).

Nutcracker ticket sales are currently \$446,000 and sponsorship support is over \$89,000 totaling \$535,000. In 2019, the last time we had a 'normal' Nutcracker season, our total sales were \$580,000.

Also offering the Nutcracker On-Demand Experience giving 6-month access to a recording of this year's new choreography.

The annual Scholarship Luncheon will be held on March 23rd, 2022, at the Benton Convention Center.

The annual NextNow Scholarship Fundraiser will be held April 30, 2022, in conjunction with the Fletcher Opera's 20th Anniversary. Tickets will go on sale in January.

Cindy Liberty, Executive Director for the Foundation, and Kevin Bitterman, Executive Director for the Thomas S. Kenan Institute for the Arts, gave updates on the Foundation Board and Kenan Institute. Additional details are available in the full Advancement Committee report.

REPORT FROM THE PERSONNEL COMMITTEE

Jeffery Bullock, Personnel Committee Chair, reported the following from their December 2, 2021 meeting:

Angela Mahoney, Director of Human Resources, provided the following updates:

There were 6 new hires since the September meeting, including 1 EHRA Non-Teaching, and 5 SHRA employees. We had 8 separations during this time, 4 of which were voluntary, 1 involuntary, 1 transfer to another agency, and 2 employees retired.

Exit interviews are offered to all employees separating. Of the 8 separations since the last meeting, 3 employees elected to complete an exit interview. HR reviews the responses, and discusses any trends identified within an area with the leadership of the division.

The annual Employee Appreciation Week was held October 25-29. Events included a free flu shot clinic, tie-dye shirts, food drive for the UNCOSA Pickle Pantry, and group/departmental photo opportunities. Employees received tokens of appreciation from Administration during the week as well.

As of October 1, 2021, UNCOSA had 20 SHRA vacancies, with 5 positions posted, 2 offers extended, 13 recruitments still in process. Of the 11 EHRA positions vacant, 3 are currently posted, 3 positions have been filled, 4 recruitments are still in process, and 1 vacancy is being managed by outside search firm. There are 6 Faculty positions currently posted. Per Ms. Mahoney, based on the data received as of October 1, 2021, we do not have a vacancy due to the economy or the inability to provide a competitive market.

Ms. Mahoney reported that HR is working with a consultant to develop a training assessment tool to better determine the training needs of UNCOSA employees. She also reported on Professional Development opportunities offered to date. Workshops were facilitated by the HR staff, and Gillette Consulting.

Open Enrollment for Benefits in October was a success, with 95% of employees completing their enrollment for the new plan year.

The new PeopleAdmin applicant tracking portal was launched with a goal of showcasing our story and attracting a diverse pool of candidates.

COVID related reporting requirements. We are required to submit data on teleworking to the UNC System Office monthly. UNCOSA currently has 428 employees working 100% on-site, 48 working a hybrid of on-site and remote, 10 working fully remote in NC, and 1 working fully remote outside of NC.

Staff Council Updates were presented by Anna Sutton, Chair-Elect. Staff Council continues to focus on employee engagement across campus. The standing committees of Staff Council are actively working to achieve their mission and goals.

REPORT FROM THE ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Greer Cawood, Academic and Student Affairs Committee Chair, reported that the committee met the day prior and a quorum was present. She went on to report the following:

Valerie Thelen, Director of Title IX & Chief Compliance Officer, presented Clery Statistics from 2018, 2019, and 2020. She outlined training goals for this year - free speech, bullying and hazing, harassment, and Title IX. Ms. Thelen also discussed the upcoming spring training which will include more information about dating violence, healthy relationships, bystander intervention, and consent. Campus Police Chief Frank Brinkley added that UNCOSA's Campus Police Department is now accredited, students have anonymous reporting strategies, and all constituents are opted in for UNCOSA alerts with an option to opt-out.

Provost Patrick Sims reported on the rank salary promotion program, which is a new initiative working to define funding sources and strategies for a sustainable faculty rank salary model. Dr. Karen Beres and Provost Sims are also creating a program for faculty to move into administrative roles called UNCOSA Academic Leadership Fellows Program. Provost Sims provided updates on the Dean of DLA search and the Calendar Scheduling Initiative (CSI) progress, defining the cornerstones, processes, and timeline for a template that will be shared with students and faculty. He concluded his report by introducing new positions and a restructure of the Provost's Office organizational chart.

Vice Provost and Dean of Academic Affairs, Karen Beres, identified ways to support faculty and introduced a new teaching innovation grant. This summer eight faculty members will be awarded the grant at \$2500 each. Uses may include revamping curriculum or designing an interdisciplinary class. Dr. Beres also discussed new faculty recording rooms and flexible classrooms in the library, as well as new student support initiatives of a makerspace, study rooms, textbook program, and a series of Career Masterclasses that will happen in December.

Dr. Tracey Ford, Vice Provost and Dean of Student Affairs, and Nick Gawlik, Director of Student Conduct provided an update on caseload and how case management is becoming a catch-all with services including counseling, emergency funding, food assistance, etc. and Student Affairs will move to an assessment plan to evaluate how services impact students. Dr. Ford presented new conduct and community standards initiatives including trainings, revamping the High School handbook, and changes to approach to disciplinary actions.

Paul Razza, Director for Admissions reported Fall 2022 headcount targets. He presented numbers for submitted applications as of November 2nd and provided an update on the Posse Arts Scholars program and interviews that will happen on December 4th.

Faculty Council Chair, Josh Selander, reported that faculty and students are still experiencing heavy workloads. He shared that the CSI project will help with the health and wellness of faculty and students. Mr. Selander went on to report that faculty salaries are still a concern, with many long-standing faculty earning well below rank minimum for the System, and new faculty being hired at a much higher rate. Mr. Selander reported that the new EDIB governance committee planning is ending, and a new governance committee will be up and running soon.

Jenna Cusack, Student Body President, provided details of previous actions and initiatives the SGA is supporting, including a Town Hall meeting and SGA listening sessions. Ms. Cusack reported on upcoming initiatives including a campus police advisory committee, partnership with strategic communications, and work on the EDIB governance. She also introduced goals of SGA including addressing student mental health, evaluating Covid-19 policies to meet student needs, and implementing a SGA website in the spring.

REPORT FROM THE AUDIT, RISK, AND COMPLIANCE COMMITTEE

Peter Juran, Committee Chair, presented the following from Audit, Risk, and Compliance Committee:

UNCSA has reevaluated its Enterprise Risk Management risk priorities and selected the top five to focus on during the 2021-2022 academic year. Risk owners have been assigned and implementation teams have been formed to mitigate these risks throughout the year.

In the area of Information Governance and Security, the new Information Security Regulation 512 was officially published in October, formalizing UNCSA's Information Security Program.

The Multifactor Authentication (MFA) Project is near completion. All faculty, staff, and students are now using MFA to authenticate to UNCSA Office 365 remotely and off-campus. MFA mitigates compromised accounts, which limit opportunities for pivoting in our architecture to gain access to our mission-critical systems.

The Title IX office provided a 1-hour educational panel on free speech, bullying, hazing, and harassment for all students this fall. In the spring, an interactive training focused on interpersonal and sexual violence, healthy relationships, bystander intervention and consent will be required.

The Semans Art Fund Financial Statement Audit for FY21 was completed earlier this month. The results included an unqualified opinion, or clean audit, with no findings or issues to report.

Internal Audit activity is on track. So far, three projects have been completed this fiscal year and three more are in progress. In FY21, results from follow-up review revealed that 70% of previous internal audit observations have been resolved. The predominate portion of the outstanding items reviewed have been partially resolved or management has made satisfactory

MOTION TO GO INTO CLOSED SESSION

Mark Land made a motion to go into closed session to prevent the premature disclosure of an honorary degree, scholarship, prize, or similar award; and to consult with our attorney to preserve the attorney-client privilege; and to consider and give instructions concerning the handling or settlement of:

- i. Alloways-Ramsey, et al. v. Milley, et al., Forsyth County Superior Court case 21 CVS 5899; and,**
- ii. Soderlund, et al. v. University of North Carolina School of the Arts and The University of North Carolina, North Carolina Industrial Commission case numbers TA-29599 - TA-29605.**

Peter Juran seconded, and the minutes were 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 consult with our attorney on the aforementioned cases.

OTHER BUSINESS

Chairman Womble reminded all Trustees of their obligations to support the Chancellor's Discretionary Fund. Chancellor Cole emphasized the importance of the fund, especially in fundraising and cultivating small organizations, large organizations, and individuals. The fund has played a huge part in the development of the institution and is often used to support awards and acknowledgements of faculty and staff on campus.

Chairman Womble reiterated how critical the fund is to the success of the University and encouraged each Trustees to give \$10k to the fund.

ADJOURNMENT

With no further business to discuss, the December 3, 2021 Board of Trustees meeting adjourned at 10:41 a.m.

Respectfully submitted by:

Amanda G. Balwah

Associate Vice Chancellor and Assistant Secretary of the Board of Trustees