

OPEN SESSION MINUTES

December 2, 2022 | 9:00 a.m.

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

TRUSTEES PRESENT

*Denotes voting Trustee

*Mark Land, Chair

*Peter Juran, Vice Chair

*Rhoda Griffis, Secretary

*Jeffery Bullock

*Skip Dunn

*Anna Folwell

*Kayli Kimerer, Student Body President

*Ches McDowell

*Kyle Petty

*Graydon Pleasants

Sandi Macdonald, *ex officio*

Beth Petty, *ex officio Alumni Representative*

David Broughton, Foundation Board Liaison

Clare Jordan, Board of Visitors Liaison

TRUSTEES ABSENT

*Greer Cawood

*Ralph Womble

Tom Kenan, *emeritus*

The Honorable 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

Wendy Emerson, Interim VC for Finance and
Administration

Claire Machamer, VC for Strategic
Communications

Lissy Garrison, VC for Advancement

Karen Beres, Vice Provost and Dean of
Academic Affairs

Amanda Balwah, AVC and University Secretary

Richard Whittington, AVC for Advancement

Angela Mahoney, AVC and Director of Human
Resources

Endalyn Taylor Outlaw, Dean of Dance

Deborah LaVine, Dean of Filmmaking

Rachel Williams, Dean of Liberal Arts

Michael Kelley, Dean of D&P

Scott Zigler, Dean of Drama

Travis Andrews, IT Helpdesk

Steve Martin, Assoc. Vice Chancellor for
Facilities

Jeremy Serkin, CRM Manager Strategic
Communications

Steve Cochrane, Staff Council Chair

Andy Paris, Faculty Council Chair

Cindy Liberty, Executive Director UNC
Foundation

Kevin Bitterman, Executive Director Kenan
Institute for the Arts

Heidi Mallory, Budget Director

Sarah Falls, University Librarian

Paul Razza, Director of Admissions
Eric Burns, Director of Provost's Budget
Laurel Donley, Assistant Dean of Student
Affairs
Rod Isom, Chief Audit Officer

STAFF PRESENT VIA ZOOM

Erin Baker, Ex. Asst. to the Chancellor
Marla Carpenter, Senior Communications
Manager
Kathryn McMillan, Assistant Vice Provost for
Strategic Planning & Operations
Pree Nayak, Media Relations Manager

CONVENE OPEN SESSION

Chairman Mark Land convened the December 2, 2022 meeting of the University of North Carolina School of the Arts Board of Trustees at 9:01 a.m. A quorum was confirmed. Chairman Land 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. He thanked Chancellor Cole for a wonderful reception the evening before.

APPROVAL OF MINUTES

MOTION: Peter Juran moved to approve the open session minutes from the September 22, 2022 meeting as presented. Jeffery Bullock seconded, and the minutes were unanimously approved.

REPORT FROM CHANCELLOR COLE

Chancellor Cole welcomed everyone to the second Board of Trustees meeting of the 2022-2023 academic year. Coming off of the Thanksgiving holiday, he expressed his thanks to UNCSCA's faculty, staff, and students. Their commitment, dedication, pride, and spirit make the campus community so very special.

He also expressed his thanks to the Design & Production faculty and staff, Campus Police, Student Affairs staff, and counselors who came to the aid of a student who was shot in an off-campus incident. The student's injuries are not life-threatening, and the entire campus sends them well wishes for a continued recovery. Those who responded to the incident acted swiftly and made sure the student got immediate medical attention.

Chancellor Cole reported that UNCSCA's search for a Chief Diversity Officer (CDO) is making progress. The search committee is interviewing candidates and will bring finalists to campus in January. The plan is for this person to begin in the spring.

He went on to report on the mental health challenges Generation Z students are facing across the country, and especially within the UNC System and UNCSCA. Some other campuses have been navigating tragedies, and mental health concerns are even more pronounced in high-stress areas including the arts. To address these challenges, UNCSCA instituted its first Student Wellness Day on November 1st, and two more are scheduled for the spring semester on February 17th and April 12th. These days are set aside for our campus to pause and find ways to positively address mental and physical health. The Collaborative Scheduling Initiative (CSI) is also still in the works, with an expected launch during the 2024-25 academic year. This initiative will also tackle wellness concerns.

Chancellor Cole reported that alumni advisory panels are being established for each of our conservatories. The University is also establishing a strategic budgeting process to engage more members of the campus community in the budgeting process. A budget portal is being developed and will roll out before the holiday break. The portal will be an interactive one

that will allow users to review revenue and expenses, including historical data and past trends. He thanked Wendy Emerson and her team for this important work.

The Stevens Center renovation is moving along. The advanced planning portion of the project is now complete and moving to the design phase. The building will be taken offline in Fall 2023 and we anticipate having some schematic designs completed in February.

Chancellor Cole wrapped up his report by taking a deeper dive into interdisciplinary work in the arts and trends that are present in the industry. He noted interdisciplinary approaches to the arts are important for UNCSA and the success of our students and alums, who are already working and thinking across disciplines rather than within them.

Finally, UNCSA will participate in the Mistletoe Run, a local fun run and 5k. 187 students, faculty, and staff have registered for Team Fighting Pickles. UNCSA paid the registration fee for all participants as a way to promote physical activity. A 4th-year animation student designed the t-shirt. UNCSA's team is the largest team in the run's history.

REPORT FROM THE FINANCE COMMITTEE

Graydon Pleasants, Committee Chair, reported the following from the Finance Committee:

Wendy Emerson, Interim Vice Chancellor for Finance & Administration, provided an update on the 2023 State Legislative Budget Priorities.

Ms. Emerson outlined the annual Tuition and Fees process and timeline for proposing adjustments to FY23-24 Tuition and Fees.

She went on to present the proposal from the UNCSA Tuition and Fees Committee to increase nonresident tuition by \$500 for high school, undergraduate, and graduate students and to increase resident tuition by \$500 for graduate students. The increase would support Student Financial Aid awards, Faculty Salary increases, and a Chief Diversity Officer position. This proposal was approved by the Finance Committee.

Ms. Emerson also shared the Committee's proposal to increase the Education & Technology Fee \$17, the college Student Activity Fee \$22, the high school Student Activity Fee \$24, the Health Services Fee \$26, the One Card fee \$8, the School of Drama and School of Filmmaking Fee \$25 each, and the University-wide Production Fee \$7. This proposal was approved by the Finance Committee.

Finally, Ms. Emerson discussed the Committee's proposal to increase the high school housing fee \$356, the college transportation fee \$9, the high school transportation fee \$8, and the increase to parking for FY23-24, FY24-25, and FY25-26 \$10/year for students, \$12/year for employees general parking, and \$24/year for employees reserved parking. The proposal was approved by the Finance Committee.

The committee discussed the combined impact of these increases on a student. For example, a nonresident high school commuter student would see a total tuition and fee increase of \$600.

MOTION: The Finance Committee moved to approve the 2023-2024 Tuition and Fees schedule as presented. The motion was unanimously approved.

Ms. Emerson provided an update on the FY 2022 Financial Statement Component Unit audits. The Housing Corporation, Program Support Corporation, and the Kenan Institute for the Arts Supporting Organization each received a clean audit with no findings.

She also shared UNCSCA's FY 2023-2029 Six-Year Capital Plan and the committee reviewed the capital projects update.

REPORT FROM THE ENDOWMENT FUND BOARD

Mark Land, Chair of the Endowment Fund Board, reported that the board met yesterday and a quorum was present.

Wendy Emerson, Interim Vice Chancellor for Finance & Administration reviewed the UNC Management Company Flash Report and the UNCSCA Endowment Fund Investment Summary as of September 30, 2022. Ms. Emerson stated the UNC Management Company Report reflects a loss of -2.5% for the month of September 2022, bringing the Fund's recorded return to -3.9% for the 1st quarter of fiscal year 2023. UNCSCA's investments reflect an overall net loss of -4% for the current fiscal year with a net decrease in the net market value of just over -\$1.7 million dollars.

Ms. Emerson shared that the University's General Counsel was assisting with researching if the three scholarships currently in the University's Endowment Fund could be transferred to the Foundation's Endowment Fund where the other scholarships are located. If it is determined that it is allowable to transfer the scholarships to the Foundation, and all the necessary legal work is completed, the item will be brought to the Endowment Fund Board at a future meeting for a vote.

REPORT FROM THE PERSONNEL COMMITTEE

Jeffery Bullock, Committee Chair, reported the following from the Personnel Committee:

Angela Mahoney, Director of Human Resources, reported that there were 22 new hires since the September 2022 meeting, including 1 key new hire – Mark Noto – Information Technology. We had 9 separations during this time, 6 of which were voluntary, 2 transfers to another agency, and 1 retirement.

An Employee Appreciation Celebration was held from October 24,2022-October 28,2022. Employees reported that they really enjoyed the week's activities, which consisted of Fall Flavors and Coffee Social, Staff Luncheon, Tie-Dye T-Shirts, Chair Massages, Flu Shots, Cornhole Tournaments, and a Pumpkin Decorating Contest.

Ms. Mahoney reported as of December 1, 2022, we had 61 SHRA vacancies, 14 EHRA Non-Faculty vacancies, 12 Faculty vacancies. Year-to-date vacancy trends are equal to the 2021 yearly totals during the same period for 2022.

The service level agreement serves to formalize support and working assumptions between HR and the campus community as it relates to Recruitment/Employment and Classification/Compensation actions. The document defines mutual requirements and expectations for processes and helps improve customer service. The HR Service Expectations Document is available online.

Due to the vacancy in the Professional Development position, there have been four professional development opportunities offered to employees since August 30, 2022 through ComPsych EAP services.

The pilot group has been identified and testing is underway for the Performance Management Module for PeopleAdmin. It is expected to live for the Performance Management reviews completed in FY23/24 for both SHRA and EHRA employees. The Position Management Module Pilot will begin over the next couple of weeks as well, with a complete transition to PeopleAdmin in April of 2023.

Beginning January 1, 2023, coverage for the testing and treatment of COVID-19 will be the same as any other illness, subject to the applicable cost share based on the service received and the place of treatment. This includes coverage for FDA-approved medication based on the tier it falls on in the Humana drug list.

Currently there are 421 employees working on site, 44 working a hybrid schedule, and 11 that are fully remote. The System Office has supported teleworking as a retention tool.

2023 Open Enrollment was October 10,2022 - October 28, 2022. There were 2 enrollment platforms: Benefit Focus and Empyrean – 97% (478 employees) completed enrollment and 3% (12 employees) did not.

Flu shots were provided to employees during Employee Appreciation Week – 71 employees received the shot.

Ginger is an on-demand access to mental health support anytime, anywhere for employees and dependents. It was introduced on October 3rd to the campus community and offers coaching, therapy, and psychiatry – all in one place. It is a confidential service offered to employees dealing with critical incidents, emotional challenges, substance abuse issues, family crises, and legal and financial concerns.

Stephen Cochrane, Staff Council Chair, reported the following:

Staff Council is continuing to focus on increasing employee engagement across campus. The Council will focus on:

Employee Engagement: Continue to offer feedback to the Administration for more mandatory manager training and professional development on leadership and employee engagements.

Employee Experience: Create an Employee Onboarding Committee. The committee will provide feedback to all stakeholders. Make sure new employees feel welcome on day one by providing a small gift, giving them a tour, and creating a buddy program so they feel a part of the campus culture.

Campus Culture: We are already offering campus-wide sexual harassment training for a safer campus for all. Staff Council has set EDIB as a strategic initiative and reinstated Christmas at the Residence for the campus community. UNCSCA will sponsor a team at the Mistletoe Run along with additional staff enrichment to ensure there is a higher level of employee engagement.

REPORT FROM THE ADVANCEMENT COMMITTEE

Kyle Petty, Committee Chair, first welcomed David Broughton, Chair of the Foundation Board, and Clare Jordan, Chair of the Board of Visitors, to the Trustee meeting. He went on to report the following from the Advancement Committee:

Vice Chancellor Garrison presented progress to date on each of the Advancement Strategic Priorities: Fundraising, Engagement, Pipeline, Events, Stewardship, Organization & People, EDIB, and Philanthropic Priorities.

During the first four months of the year - July through October - we raised over \$1.3M, which is about 16% of our annual goal of \$8.5M. We still project to hit close to 100% of our goal by the end of the year.

We have launched two new initiatives that are generating new leads – 1) Parent Philanthropy Program, which is already generating 5- and 6- figure gift opportunities; and 2) new planned giving element in our website, which has already provided several leads, including two 7-figure bequests scheduled to close soon.

A couple of highlights of Fall events – both were new this year, but both will become an annual tradition: our Picklestock Homecoming, and a Leadership Weekend that brought together the Board of Visitors and all of our boards and leadership circles. We heard from our new chair of the BOV – Claire Jordan, who talked about the board's focus on national advocacy and alumni representation.

Four new team members have joined the Advancement / Foundation teams, providing very important strategic support to leadership, fundraisers, and alumni engagement. There is an open search for the manager of Annual Giving.

VC Garrison and Chancellor Cole have committed to bringing a draft of philanthropic priorities derived from UNCSEA's strategic plan to the March BOT meeting for review and discussion.

Cindy Liberty, Executive Director for the Foundation, reported a clean audit, gave an update on the market impact on our endowment, discussed a new reinvestment policy, and other recent updates.

Kevin Bitterman, Executive Director for the Kenan Institute for the Arts, gave program highlights and reported that the Institute has contracted with a consultant to launch a strategic planning process.

Claire Machamer, Vice Chancellor for Strategic Communications, reported that our schools continue to be highly ranked, and that Nutcracker is 88% sold out. Work on the new branding campaign continues and will be shared in the new year.

REPORT FROM THE ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Peter Juran, Acting Committee Chair, reported the following in Greer Cawood's absence:

Student Body President, Kayli Kimmerer, thanked her SGA team for all of their hard work this academic year. SGA is focused on the escalating issues around mental health and wellness. Campus safety continues to be a top priority, and students are thankful that their voices are being heard. She went on to share that SGA is working on several initiatives to support health and wellness, and is working to provide ways for students to feel safer on campus

Andy Paris, Faculty Council Chair, reported that there are continued concerns about safety across campus. He is looking forward to Campus Police presenting safety tips and tools they are implementing across campus to the faculty. He explained spring faculty in-service was being designed by the faculty to further promote Title IX and sexual harassment conversations, particularly around the arts. Mr. Paris discussed the positive outcomes from this year's trainings but emphasized the need for continued work in art school-specific trainings. He wrapped up his report with a CSI update and reported that the subcommittee will be meeting next week to generate conversations around the initiative's pillars and to create action items.

Vice Provost and Dean of Academic Affairs, Dr. Karen Beres, reported on the midsemester feedback process to help faculty identify concerns and enhance the learning experience. She discussed the initiative of realignment of the warning/probation letter notification system. The registrar's office will become the central hub for issuing and maintaining a clear understanding of what benchmarks students must meet.

Dr. Beres reported that we are repeating the alumni-panel discussion during in-service to give opportunities for students to connect with alumni in a meaningful way. She also shared that the Library is a central place that is becoming more vibrant and inviting. The Library tracked 43,000 users last year and 26,000 from July to December of this year.

Laurel Donley, Assistant Dean of Student Development and Director of High School Life, reported that Student Affairs has been working hard to meet the needs of our students, particularly around mental health. She explained we are engaging with a consultant on a process to align structures and functions to deepen the impact of student support. Ms. Donley shared that we are working on getting back to a sense of community on campus and are creating spaces for students to collaborate and get together. The fall festival was very successful as over 400 students participated. Wellness day has been successful, particularly for high school students as they were able to get off campus. Ms. Donley explained the crisis response team was on site to support students by providing wellness spaces and additional counselor support.

Paul Razza, Director of Admissions, reported that the headcount target for FY23-24 is 1370, which is about 1% higher than the previous year. Travel for recruitment is helping and we are up 22% from last year's submitted applications.

Provost Patrick Sims discussed that UNCSCA is in the midst of a culture shift and we are working towards addressing some of the concerns of how to support our students. He addressed mental health challenges and expressed that resource allocations are important to be able to be successful to address University needs. The committee began an in depth discussion with the committee on the following prompt:

- *How do we leverage your voices and connections to address institutional challenges and support the implementation of the campus strategic plan*

REPORT FROM THE GOVERNANCE COMMITTEE

Anna Folwell, Committee Chair, reported that the committee reviewed one immediate vacancy (due to Paul Tazewell's resignation) and four future vacancies on the board.

REPORT FROM THE AUDIT, RISK, AND COMPLIANCE COMMITTEE

Peter Juran, Committee Chair reported the following:

Laurel Donley, Assistant Dean, provided an update on Health and Wellness, one of UNCSCA's top 5 risks. UNCSCA instituted a wellness day to address the increased number of students experiencing stress and mental health episodes. The university has also increased the number of staff trained to serve as mental health first aid instructors. A list

of initiatives for Spring 2023 was also provided, which includes providing additional wellness days to assist with addressing the concern.

Terry Harmon provided an update on Information Governance & Security. He introduced the new UNCSA Chief Information Security Officer, Mark Noto. A Data Governance Committee is in the process of being established for the identification and management of valuable data assets. UNCSA IT has taken another step forward in endpoint security by deploying a system called Admin by Request. Controlling the granting of admin rights is a significant step forward in preventing malware on the university endpoints and has the added benefit of controlling the usage of unlicensed software.

Frank Brinkley, UNCSA's Chief of Police, provided a Clery Update. The Clery Act requires all colleges and universities that participate in federal financial aid programs to keep and disclose information about crime on and near their respective campuses. Clery Crime statistics for the year 2021 were presented and there were no concerning spikes.

Rod Isom, Director of Internal Audit, and Corey Billings, Internal Auditor, reported that the UNCSA Financial Statement Audit for fiscal year 2022, which was conducted by the NC Office of the State Auditor, was finalized and issued on Wednesday. The report will be presented at the next committee meeting.

The UNCSA Housing Corporation, UNCSA Program Support Corporation, and the Kenan Institute for the Arts audits were conducted by Bernard Robinson & Company, LLP. All 3 audits were completed with an unqualified opinion (clean audit), with no findings or issues to report.

Internal Audit has filled the Investigative Auditor role. One project has been completed during the quarter and two projects are in progress. Due to current events and trends, campus safety and mental health are two risk matters that are trending upward and are being monitored by IA.

MOTION TO GO INTO CLOSED SESSION

Rhoda Griffis moved that the board go into closed session to:

Prevent the disclosure of information that is not considered a public record within the meaning of Chapter 132 of the General Statutes;

Prevent the disclosure of information that is privileged or confidential pursuant to:

- **The Family Educational Rights and Privacy Act of 1974, Public Law 93-380, as amended by Public Law 93-568.**

Consider the qualifications, competence, performance, or condition of appointment of a public officer or employee or prospective public officer or employee;

Consult with our attorney in order to:

- **Preserve the attorney-client privilege, and**
- **Consider and give instructions concerning the handling or settlement of:**
 - **A potential claim, judicial action, mediation, arbitration, or administrative procedure; and,**
 - **Alloways-Ramsey, et al. v. Milley, et al., Forsyth County Superior Court case 21 CVS 5899; and,**
 - **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; and,**
 - **Mandzik v. UNC School of the Arts and Pegram v. UNC School of the Arts, North Carolina Industrial Commission, case numbers TA-20157 and TA-29158.**

Peter Juran seconded and the motion was unanimously approved.

REPORT FROM CLOSED SESSION

Chairman Land reported that the Board went into closed session to consider nominations to the Board of Trustees and to discuss the aforementioned lawsuits.

OTHER BUSINESS

Chairman Land announced a change to the March Board of Trustees meeting. Committee meetings will now be held virtually the week prior, the full board meeting will take place on Thursday, March 1st, and the board retreat will take place on Friday, March 2nd.

ADJOURNMENT

With no further business to discuss, the December 2, 2022 Board of Trustees meeting adjourned at 10:37 a.m.

Respectfully submitted by:

Amanda G. Balwah

Associate Vice Chancellor and Assistant Secretary of the Board of Trustees