UNIVERSITY OF NORTH CAROLINA
SCHOOL OF THE ARTS

MEETING OF THE
BOARD OF TRUSTEES

OPEN SESSION MINUTES
December 6, 2024 | 9:00 a.m.
Winston-Salem, North Carolina

TRUSTEES PRESENT
*Denotes voting Trustee

*Peter Juran, Chair
*Rhoda Griffis, Vice Chair
*Nia Franklin, Secretary
*Jonah Bokaer
*Jerri Irby
*Eric Flow
*Kyle Petty
*Graydon Pleasants (via Zoom)
*Jack Sargeant, Student Body President
*John Wigodsky

TRUSTEES ABSENT
*Jeffery Bullock
*Ches McDowell
*David Neill
Tom Kenan, *emeritus*
Sandi MacDonald, *ex officio*
The Honorable Reid Wilson, *ex officio*

OTHERS PRESENT
Erin Adams, Foundation Board Representative

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, VC for Finance and Administration
Lissy Garrison, VC for Advancement
Karen Beres, Vice Provost and Dean of Academic Affairs
Amanda Balwah, AVC and University Secretary
Endalyn Taylor Outlaw, Dean of Dance
Anthony Hromada, IT Audio Visual Support
Jeff George, Faculty Council Chair
Kevin Bitterman, Executive Director Kenan Institute for the Arts
Eric Burns, Director of Provost's Budget
Laurel Donley, Assistant Dean of Student Affairs
Kory Kelly, Vice Chancellor for Strategic Communications
Ginger Caston, Ex. Assistant to the Chief

of Staff
Michael Kelley, Dean of Design & Production
Cory Billings, Audit Manager
Heidi Mallory, Director of Budget
Steve Martin, AVC for Facilities Management
Melanie Nuckols, AVC for Finance and Administration
Tamar Pandi, Interim Chief Information Officer
Rich Whittington, AVC for Advancement
Katherine Johnson, Director of Media Relations and Communications
Victoria Nash, Staff Council Chair
Valerie Thelen, Chief Compliance Officer and Director of Title IX
John Langs, Dean of Drama
Cindy Liberty, Executive Director of the Foundation
Deborah LaVine, Dean of Filmmaking
Tanya Dunlap, Ex. Assistant to the Vice Chancellor for Advancement
Chad Leslie, Production Faculty, School of Design & Production
Saxton Rose, Dean of Music

STAFF PRESENT VIA ZOOM
Marla Carpenter, Senior Communications Manager

CONVENE OPEN SESSION

Chair Peter Juran convened the December 6, 2024 meeting of the University of North Carolina School of the Arts Board of Trustees at 9:03 a.m. A quorum was confirmed. Chair Juran 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: John Wigodsky moved to approve the September 2024 open session minutes as presented. Jerri Irby seconded and the minutes were unanimously approved.

REPORT FROM CHANCELLOR COLE

Chancellor Cole welcomed everyone to the second Board of Trustees meeting of the 2024-2025 academic year. He reported that tackling student debt is an institutional priority and emphasized the importance of investing in artists. Chancellor Cole also reported that UNCSA's out-of-state tuition is still less than other private conservatories, noting that student loan debt is approximately $14k less for public university students versus private.

Chancellor Cole reported on the growth in UNCSA's Foundation Endowment Scholarship Distribution. That distribution has grown from $403k in 2015 to $2M in 2024. He went on to emphasize accessibility of arts careers, the continued need for career and professional development, and the importance of a successful alumni network.

PROPOSED 2025-2026 BOARD MEETING DATES

Chair Juran proposed the following meeting dates for the 2025-2026 academic year:

- July 16, 2025 (virtual)
- September 25-26, 2025
- December 4-5, 2025
- March 5-6, 2026
- April 30-May 1, 2026

MOTION: John Wigodsky moved to approve the 2025-2026 Board of Trustees meeting schedule as presented. Jonah Bokaer seconded and the motion was unanimously approved.

NEUTRALITY STATEMENT

David Harrison, Vice Chancellor for Institutional Integrity and General Counsel, presented a proposed resolution for the Reaffirmation of Academic and Artistic Freedom, Freedom of Expression, and Institutional Neutrality. This statement is in accordance with UNC System Code and reaffirms the university's commitment to protecting free speech, freedom of expression, and artistic freedom.

MOTION: Eric Flow moved to approve and adopt the UNCSA Board of Trustees Resolution for the Reaffirmation of Academic and Artistic Freedom, Freedom of Expression, and Institutional Neutrality as presented. Rhoda Griffis seconded and the motion was unanimously approved.

REPORT FROM THE ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Rhoda Griffis, Committee Chair, reported that the Academic and Student Affairs Committee met the day prior, and a quorum was present.

Jack Sargeant, Student Body President, provided an update on the work of UNCSA's Student Government Association. There are continued conversations regarding campus safety, including the annual UNCSA safety walk and UNC System meetings with police chiefs from across the System. SGA will distribute mental health goodie bags on February 14th for Valentine's Day, and there is a town hall scheduled for March 4th. Mr. Sargeant provided an update on the renovations of the SGA office space, DLA Attendance Policy, and production evaluations.

Faculty Council Chair, Jeff George, explained that the goal of Faculty Council is to advance a positive agenda and collaboratively develop a plan that leads to real improvements in the health and wellness of students and faculty. He reported on how Faculty Council is working to develop a strategic plan to help move CSI forward. This includes a need to re-examine the production calendar, develop curriculum-driven schedule changes, "right-sizing" enrollment and recruitment ranges, defining what a credit hour means, eliminating salary compression, reducing the administrative load carried by faculty, and continuing to restore confidence in shared governance. He emphasized the need for improved accountability and increased scholarship funding.

Vice Provost for Student Affairs, Laurel Donley, provided updates on initiatives around health and wellness, medical services, counseling services, UWill (telemental health), and student support. There has been an increased demand for wellness resources and food requests from the Pickle Pantry.

Nick Gawlik spoke about student conduct and reported that this year has been more challenging with increased violations in bullying. Title VI, and AI policy violations. He explained that expanded orientation over the summer is helping students better prepare for their arrival on campus.

Vice Provost of Academic Affairs, Dr. Karen Beres, reported that the Provost's Office and student support services have been working to support student success initiatives. Our Educational Policy Committee recently approved the removal of our DLA grade point average, which has already helped a student complete their course of study and will allow them to graduate this December without having to take three additional DLA courses. In the spring semester, there are seven students who will be positively impacted. This change will help protect students from being put on academic probation, which becomes a part of their permanent record. This fall, the cost avoidance on textbooks has saved UNCSA students over $26,000. This is from the great work the library has done with the textbook affordability plan. Faculty workload is being reported and the new faculty workload reports are due to the System Office on January 1st.

Clarisse Davis, Emergency Manager and Clery Compliance Coordinator, provided the 2024 Annual Security and Fire Safety Report. She explained which types of crimes were reportable through the Clery Act, including multiple categories such as hate crimes and violence. Clery geography includes on-campus, residence halls, non-campus areas, and public property. There was an increase in rape, fondling, dating violence, and motor vehicle theft, but a decrease in drug related arrests, weapons arrests, liquor law disciplinary, drug related disciplinary, and other violations. Chief McMasters closed the Clery report with context about how numbers are calculated and explained that UNCSA is exceptional because our crime numbers are so low.

Provost Sims recently attended the IAPPA conference in Orlando. He said it was great to see our students interacting with the industry. Three of our graduate students had multiple job offers from their interactions. He reported that the UNC System is mandating every institution to have an Annual Program Review in place. This regulation will help us respond to the accreditation process and there will be regular reporting to the Board of Trustees.

The Vice Provost for Enrollment Management (VPEM) search has launched, and we are accepting applicants. The goal is to have this search wrapped up in mid-March with a June/July start date. This position will provide oversight in connecting the admissions process to departments across campus. There is a pool of 18 candidates currently.

REPORT FROM THE ADVANCEMENT COMMITTEE

Kyle Petty, Committee Chair, reported that the Advancement Committee met the day before a quorum was present.

He reported that Vice Chancellor for Advancement Lissy Garrison and her team shared an exciting in-depth presentation about the priorities, accomplishments and activities in Advancement.

She reported on the growth and changes in staffing structure over the past three years and walked the committee through detailed org charts for both the Advancement and Foundation teams.

In fundraising, more than $5.5 million has been raised so far this year – this is a record, outside of campaign years. Looking at the pipeline and planned activities, UNCSA is on track to hit an impressive goal of $15.1 million this year.

Senior Director of Development, Shannon Wright, provided a detailed report about new annual giving strategies, and Associate Vice Chancellor for Advancement Rich Whittington provided a detailed report about an expanded focus on planned giving.

Foundation Executive Director, Cindy Liberty, gave an in-depth report about all the activities now underway to expand and increase the donor pipeline.

Director of Alumni Engagement, Rebecca Burkeen, and Sr. Director Wright provided updates on our fall Homecoming and Family Weekend activities, and Associate Vice Chancellor Whittington presented a new dashboard tracking alumni engagement across four modalities – communications, experiential, philanthropic, and volunteer.

Vice Chancellor Garrison provided an update on planning for the next comprehensive campaign. Campaign consultant Jim Langley will be back on campus in early January to work with deans and leadership on the development of big ideas for the campaign.

Kinna Clark, Senior Director of Planned Giving from the UNC System, provided an in-depth presentation about the significance of a strong planned giving program, as well as an overview of the excellent partnership UNCSA now has with her office, which has already opened up many opportunities to engage donors in conversations about various ways to accomplish their philanthropic goals.

Vice Chancellor for Strategic Communications, Kory Kelly, shared very positive news about Nutcracker sponsorships and ticket sales this year.

REPORT FROM THE GOVERNANCE COMMITTEE

Nia Franklin, Governance Committee Chair, reported that the Governance Committee met on December 5th. The committee reviewed the terms of the members of the Board of Trustees. There are currently no vacancies amongst voting members. Without any unanticipated changes, the next vacancies will occur in July 2025. The Governance Committee reviewed candidates for two vacancies in July 2025 that do not have nominees.

REPORT FROM THE FINANCE COMMITTEE

Chair Juran reported for Finance Committee Chair Graydon Pleasants. The committee met the day prior and a quorum was present. Wendy Emerson, Vice Chancellor for Finance and Administration, outlined the annual Tuition and Fees process and timeline for proposing adjustments to FY25-26 Tuition and Fees. Considering the System Office guidelines, along with UNCSA's commitment to support accessibility and affordability, the following recommendations for FY25-26 were approved by the Committee:

- No change to tuition

- Increase or change to the following fees – Education & Technology, School of Drama, High School & College Orientation, Graduation, University Access, and College Housing

MOTION: The Finance Committee moved to approve the proposed FY2025-26 Tuition and Fees schedule outlined in the board materials as presented. The motion was unanimously approved.

Ms. Emerson shared the 2025-2026 All Funds Budget process and timeline and provided an update on the State Budget.

Associate Vice Chancellor for Facilities, Steve Martin, reviewed the Capital Projects Update.

REPORT FROM THE ENDOWMENT FUND BOARD

Peter Juran, Chair of the Endowment Fund Board, reported that the board met on December 5th and a quorum was present.

Wendy Emerson, Vice Chancellor for Finance and Administration, reviewed the UNC Management Company Flash Report and the UNCSA Endowment Fund Investment Summary as of September 30, 2024. Ms. Emerson stated the UNC Management Company Report reflects an overall net return of 2.5% for the 2025 fiscal year to date. Likewise, UNCSA's investments had an increase with an overall net return of 2% for the current fiscal year.

REPORT FROM THE AUDIT, RISK, AND COMPLIANCE COMMITTEE

John Wigodsky, Chair of the Audit, Risk, and Compliance Committee, reported the following from their December 5th meeting:

Laurel Donley, Vice Provost of Student Affairs, provided an overview of initiatives related to improving student mental health and wellness. Grant funding was secured for new initiatives such as additional staffing for case management, training for faculty and staff, and partial funding for UWill to provide teletherapy for students in addition to other initiatives that were discussed.

Tamar Pandi, Chief Information Officer, reported that a tabletop cybersecurity incident was conducted on November 20, 2024. In addition to supporting ISO requirements, this constructive meeting brought attention to potential responses and communication to internal and external audiences, as well as escalation protocols and the coordination of Emergency Management with business continuity. A more formal report is being prepared.

Clarisse Davis, Emergency Manager and Clery Compliance Officer, presented UNCSA's Annual Safety and Fire Report, which was published on September 27, 2024. She also reviewed the annual crime statistics.

Wendy Emerson, Vice Chancellor for Finance & Administration, reported that the financial statement audit for UNCSA is being finalized. The results of the audit are expected before the end of December. She also shared that UNCSA's associated entities financial statement audits for the UNCSA Housing Corporation, UNCSA Program Support Corporation, and Thomas S. Kenan Institute for the Arts were recently completed. All audits were clean with no findings or issues to report.

Rod Isom, Chief Audit Officer, and Cory Billings, Audit Manager, provided Internal Audit updates. Since the previous ARCC meeting, two reviews have been completed. A planned review of Enrollment Operations resulted in one reportable observation and two recommendations. An investigation was also completed related to the faculty hiring process and discussed in closed session. One new project related to P-Cards was added to the audit plan based on a new UNC System Office regulation. The Internal Audit Charter and the Audit, Risk, and Compliance Committee Charter were updated based upon the new Internal Audit Global Standards that become effective in January 2025. The committee approved the updates.

MOTION: The Audit, Risk, and Compliance Committee moves to approve the updates to the Internal Audit Charter and the Audit, Risk and Compliance Committee Charter as presented. The motion was unanimously approved.

MOTION TO GO INTO CLOSED SESSION

Jonah Bokaer moved that the board go into closed session:

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;

To prevent the disclosure of information that is privileged or confidential pursuant to North Carolina Administrative Code, Title 01, Chapter 30, Subchapter D – Designer Selection.

Rhoda Griffis seconded and the motion was unanimously approved.

REPORT FROM CLOSED SESSION

Chair Juran reported that the Board went into closed session to consider a distinguished professorship, candidates for the Board of Trustees, and a designer selection.

ADJOURNMENT

Chair Juran reminded the Trustees of their duty to contribute to the Chancellor's

Discretionary Fund. Each year, the Board sets a goal to raise at least $100,000 to enable the Chancellor to support the strategic initiatives of the university, as well as to be able to actively engage in donor cultivation, entertainment, media exposure and promotion, alumni activities, and fundraising activities.

With no further business to discuss, the December 6, 2024 Board of Trustees meeting adjourned at 10:01 a.m.

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