

OPEN SESSION MINUTES

September 29, 2023 | 9:00 a.m.
University of North Carolina School of the
Arts
Winston-Salem, North Carolina

TRUSTEES PRESENT

*Denotes voting Trustee

*Peter Juran, Chair
*Rhoda Griffis, Vice Chair
*Nia Franklin, Secretary
*Jonah Bokaer
*Jeffery Bullock
*Jerri Irby (via Zoom)
*Ches McDowell
*Kyle Petty
*Jack Sargeant, Student Body President
*John Wigodsky

David Broughton, Foundation Board
Liaison

TRUSTEES ABSENT

*Eric Flow
*Graydon Pleasants
*David Neill
Tom Kenan, *emeritus*
Sandi Macdonald, *ex officio*
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
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
Endalyn Taylor Outlaw, Dean of Dance
Deborah LaVine, Dean of Filmmaking
Rachel Williams, Dean of Liberal Arts
Scott Zigler, Dean of Drama
Travis Andrews, IT Helpdesk
Steve Martin, Assoc. Vice Chancellor for
Facilities
Jeremy Serkin, CRM Manager Strategic
Communications
Andy Paris, Faculty Council Chair

Kevin Bitterman, Executive Director Kenan
Institute for the Arts
Heidi Mallory, Budget Director
Eric Burns, Director of Provost's Budget
Laurel Donley, Assistant Dean of Student
Affairs
B. Afeni McNeely Cobham, AVC and AVP
for EDIB
Katherine Johnson, Interim Vice
Chancellor for Strategic Communications
Liza Vest, Business Manager, Thomas S.
Kenan Institute for the Arts
Melanie Nuckols, AVC for Finance and
Administration
Camilla Norris, Employee Relations
Manager
Cory Billings, Audit Manager
Tanya Dunlap, Ex. Assistant to the VC for
Advancement

Kait Dorsky, University Archivist
Terry Harmon, Chief Information Officer
Patrice Goldmon, Associate General
Counsel
Saxton Rose, Dean of Music
Jason Bohon, Drama Faculty
Tommy McMaster, Chief of Police
Travis Andrews, Audiovisual Support
Technician
Ginger Caston, Ex. Assistant to the Chief
of Staff

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

CONVENE OPEN SESSION

Chairman Peter Juran convened the September 29, 2023 meeting of the University of North Carolina School of the Arts Board of Trustees at 9:02 a.m. A quorum was confirmed. Chairman 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 open session minutes from the April and August 2023 meetings as presented. Ches McDowell seconded and the minutes were unanimously approved.

REPORT FROM CHANCELLOR COLE

Chancellor Cole welcomed everyone to the first meeting of the academic year and extended a very special welcome to new faculty and Trustees attending their first meeting at UNCSA. He thanked them for their commitment and willingness to serve the institution.

Chancellor Cole highlighted the Homecoming weekend scheduled for September 29th – October 1st. Over 650 alumni, parents, and students have registered to enjoy the festivities and take in several performances on campus.

He went on to provide a summary of the budget recently approved by the Legislature, which will become law next week. Several key funding initiatives will positively affect UNCSA:

- Employee raises totaling 7% over the next two years (4% this year and an additional 3% the next fiscal year)
- \$1M in nonrecurring funds to support physical and mental wellness for UNCSA students
- Tuition Grant, which allows high school graduates from UNCSA and the NCSSM to attend any UNC System School tuition free
- \$51M for phase 2 of the Stevens Center renovation, which will include improved seating, a new balcony, and technical improvements.

Preliminary renderings of the renovations were shared.

Chancellor Cole emphasized the continued need for funding to support faculty salaries within the faculty rank program just to get faculty to their salary minimums. Progress has been made. \$2.35M was needed when the faculty rank program began, and the need is now at \$1.4M.

Chancellor Cole also shared the following updates:

- The newly formed Parent Leadership Council helped secure the telehealth platform Uwill, offering student immediate access to online teletherapy.
- EDIB efforts are underway and initiatives can be followed online on the division's

webpage.

- The Collaborative Scheduling Initiative (CSI) is making progress in making schedules for learning and rehearsals more feasible for our students as we continue to emphasize the importance of physical and mental wellness.

The Chancellor's report concluded with updates on industry relevance and the official announcement of UNCOSA Media, UNCOSA's mission-driven recording label that will feature the creative project of faculty and alumni from UNCOSA across all disciplines and offer curricular opportunities for students to gain practical career skills in intellectual property and entrepreneurship.

With two to three releases per year, UNCOSA Media will feature music, film and video, plays, dance, and more, leveraging the conservatory's five disciplines on one campus and its extensive world-wide network of talented alumni and faculty.

REPORT FROM THE FINANCE COMMITTEE

Peter Juran reported the following from the Finance Committee in Graydon Pleasants' absence:

Melanie Nuckols, Associate Vice Chancellor for Finance, and Heidi Mallory, Director of University Budget, provided an update on the FY23-24 state budget to the committee.

Ms. Nuckols outlined the annual Tuition and Fees guidance and process timeline for proposing adjustments for the FY24-25 Tuition and Fees. Recommendations for proposed actions will be presented to the UNCOSA Finance Committee and the UNCOSA Board of Trustees at the November/December 2023 meetings for approval and submission to the UNC System Office and subsequently the Board of Governors.

Steve Martin, Associate Vice Chancellor for Facilities Management, gave the capital projects update, discussing the Repair and Renovation projects for UNCOSA and additional information on the Stevens Center major renovation project.

REPORT FROM THE ENDOWMENT FUND BOARD

Peter Juran, Chair of the Endowment Fund Board, reported that the board met on September 28th and a quorum was present.

Melanie Nuckols, Associate Vice Chancellor for Finance, reviewed the UNC Management Company Flash Report and the UNCOSA Endowment Fund Investment Summary as of June 30, 2023. Ms. Nuckols stated the UNC Management Company Report reflects an overall net return of -0.4% for fiscal year 2023. Likewise, UNCOSA's investments had a decrease with an overall net return of -1% for fiscal year 2023.

During fiscal year 2023, there was one endowment gift totaling \$1 million added to the University's endowment pool, adding to an existing endowment. The Board approved the acceptance of the new gift received during the 2023 fiscal year.

REPORT FROM THE PERSONNEL COMMITTEE

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

Angela Mahoney, Associate Vice Chancellor and Chief Human Resources Officer, reported on new hires and separations. There have been 44 new hires since the April Board of Trustees meeting and 61 new hires YTD. Key new hires include Alyssa Cataldi, Director of Annual Giving, Melanie Nuckols, Associate VC for Finance, and Tommy McMasters, Chief of Police.

There were 18 separations since the April meeting, and 35 YTD. Ms. Mahoney reported that there were 12 offers of employment declined this year, with 7 of the 12 declined due to the salary offered. It was also noted that most declines were EHRA/Faculty positions.

The UNC Omnibus Bill became law in July, expanding EHRA non-faculty classification authority. This means that all new and vacant SHRA FLSA-exempt positions are required to be filled as EHRA non-faculty positions. All remaining SHRA FLSA-exempt employees will have the opportunity to convert to EHRA or they may elect to remain SHRA in their current position.

Ms. Mahoney also provided updates on annual enrollment and employee appreciation activities.

REPORT FROM THE ADVANCEMENT COMMITTEE

Kyle Petty, Committee Chair, shared the following from the Advancement Committee meeting:

Vice Chancellor for Advancement, Lissy Garrison, reviewed the Advancement division's strategic framework, which is outlined in the written report. She also reviewed the timeline for UNCSCA's next comprehensive campaign, which is planned to launch in the fall of 2026 – five years after the conclusion of the previous campaign, Powering Creativity.

In terms of funding, UNCSCA raised \$10.7M vs goal of \$8.5M – 126% of goal! Planned giving grew from 5% in past years to 17% last year – much closer to the system benchmark of 20%.

Year-to-date fundraising has been strong, with over \$2M raised as of the end of August, and a strong pipeline for the rest of the year, which means there is a good path forward to hit UNCSCA's goal of \$10.8M.

Vice Chancellor Garrison talked about the importance of developing a larger pipeline of prospective donors for UNCSCA, highlighting several strategies including parent philanthropy, data mining, and alumni engagement. She also highlighted key events for this year – and the first big event is happening right now!

This weekend is UNCSCA Homecoming for both alumni AND family weekend! Over 600 alumni and parents will be on campus for activities, celebrations, and a parade tomorrow.

Kevin Bitterman, Executive Director of the Thomas S. Kenan Institute for the Arts, reported that the Institute's supporting organization received a \$1,880,000 grant from The William R. Kenan, Jr. Fund for the Arts to support strategic initiatives, programs, and partnerships for the fiscal year 2023-2024. The Kenan Institute is in the process of finalizing a new strategic plan.

Katherine Johnson, Interim Vice Chancellor for Strategic Communications reported that the department worked hard over the past several months facilitating UNCSCA's rising national rankings in industry trade media, including the School of Drama's first ever No. 3 ranking in The Hollywood Reporter (below only Juilliard and Yale). The division has been preparing for the announcement and launch of the 2023-24 performance season and planning the big July Box Office opening press conference for "The Nutcracker" at the Tanger Center. Strategic Communications recently published the 2023 "Scene" alumni magazine with Dance alumna and 2023 Commencement Speaker, Camille A. Brown on the cover. The division will continue the work of the implementation of the "Rise To Greatness" recruitment marketing campaign; launching a new mobile app for students called "UNCSCA Campus"

Cindy Liberty, Executive Director for the Foundation, was not able to attend the advancement committee meeting yesterday. Her detailed report is also available in the board meeting materials.

At the end of his report, Mr. Petty reminded the Trustees that each year the Board is asked to approve the Foundation agreement for the Chancellor's Discretionary Fund. The Board revised the agreement.

MOTION: John Wigodsky moved to approve the MOU for the Chancellor's Discretionary Fund as presented. Nia Franklin 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 on September 28, 2023 and a quorum was present.

Student Body President Jack Sargeant provided an update on the work of the Student Government Association. He introduced the SGA Team, reviewed SGA's initiatives and goals, events scheduled for this academic year, and the UNCSCA's membership in the Association of Student Governments.

Faculty Council Chair, Andy Paris, reported that the faculty's work on the CSI initiative was passed on to the Provost's office and subcommittees are ready to dive into the plan. He stressed that workload continues to be a concern. Andy also shared that Faculty Council is working to build relationships across campus in the areas of strategic communications and EDIB.

Dr. McNeely-Cobham, Associate Vice Chancellor and Vice Provost of Equity, Diversity, Inclusion, and Belonging introduced herself to the committee and highlighted the development of new positions within the EDIB division, as well as a refreshed web presence.

Vice Provost of Student Affairs, Laurel Donley, reported on the new online counseling program with Uwill, which offers students immediate access to mental health counselors and wellness programming. The UNC System also gave UNCSA grant funding to access training that will give faculty the confidence to effectively support students in the classroom.

Dr. Karen Beres reported that UNCSA has 13 new multi-year faculty this year who are being supported through different training opportunities that reflect our academic mission. She also reported on Student Advantage Week – this year there were 19 student participants with 4 graduate student coaches. A new academic student success program has been developed to retain students on academic probation.

Rob Myers, Interim Director of Admissions, reported that higher ed enrollment is down almost 8% nationally. Admissions is still working on the Admit-to-Enrolled communication plan, but the division is also exploring new ways to recruit students.

Provost Sims provided updates on the Collaborative Scheduling Initiative (CSI), the Performance Improvement Process, and enrollment thresholds, all while celebrating successes. These initiatives are all heavy lifts, but he thanked faculty and staff for their commitment to overseeing changes that will truly benefit UNCSA and the students going forward.

REPORT FROM THE GOVERNANCE COMMITTEE

Nia Frankin, Committee Chair, reported that the committee reviewed its charge and the terms of the members of the Board of Trustees. There are no vacancies among voting members currently. Without any unanticipated changes, the next vacancies will occur in FY25.

Jim DeCristo, Chief of Staff, briefly reviewed the most significant items for UNCSA in the recently completed state budget. These include faculty and staff raises, capital project funding for the Stevens Center, and a new high school residence hall.

REPORT FROM THE AUDIT, RISK, AND COMPLIANCE COMMITTEE

John Wigodsky, Chair of the Audit, Risk, and Compliance Committee, reported the following from their September 28th meeting:

An Enterprise Risk Management (ERM) update was provided. Background on the systemwide campus risk registers was provided and the alignment of the systemwide risk register with UNCSA priorities was reviewed. Expectations for future ERM updates were

outlined and there is expected to be a winter update of the UNCSA risk register for approval at the May 2024 BOT meeting. The 2023 UNC System Campus Risk Register was also shared; it identified the common top risks across all System institutions.

The UNCSA Police Department was awarded a law enforcement accreditation for the first time by the Commission on Accreditation for Law Enforcement Agencies (CALEA). CALEA serves as the gold standard for public safety agencies.

The FY23 Financial Statement Audit was the FY23 Federal Compliance Audit, which are conducted by the Office of the State Auditor (OSA), are underway. The audits are expected to be completed by the end of December.

The FY23 Financial Statement

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