

**OPEN SESSION MINUTES**

April 29, 2022 | 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

\*Jenna Cusack, SGA President

\*Anna Folwell

\*Rhoda Griffis

\*Peter Juran

\*Graydon Pleasants

Sandi Macdonald, *ex officio*

John Wigodsky, Foundation Board Liaison

**TRUSTEE ABSENT**

\*Jeffery Bullock

\*Skip Dunn

\*Ches McDowell

\*Kyle Petty

\*Paul Tazewell

Tom Kenan, *emeritus*

Beth Petty, *ex officio Alumni Representative*

Secretary Reid Wilson, *ex officio*

**STAFF PRESENT**

Brian Cole, Chancellor

Patrick Sims, Executive Vice Chancellor and Provost

Jim DeCristo, Vice Chancellor and Chief of Staff

David Harrison, Vice Chancellor and General Counsel

Michael Smith, Vice Chancellor for Finance and Administration

Karen Beres, Vice Provost and Dean of Academic Affairs

Travis Andrews, IT Helpdesk

Steve Martin, Associate Vice Chancellor for Facilities

Tracey Ford, Vice Provost and Dean of Student Affairs

Amanda Balwah, Associate Vice Chancellor and University Secretary

Angela Mahoney, Associate Vice Chancellor and Director of Human Resources

Rod Isom, Chief Audit Officer

Josh Selander, Chair of Faculty Council

Kevin Bitterman, Executive Director of the Kenan Institute

Michael Kelley, Dean of Design & Production

Eric Burns, Director of Provost Budget

Wendy Emerson, Associate Vice Chancellor for Finance  
Heidi Mallory, Director of Budget  
Keyona McNeill, Benefits & Leave Manager  
Paul Razza, Director of Admissions

**Present via Zoom**

Claire Machamer, Vice Chancellor for Strategic Communications  
Lissy Garrison, Vice Chancellor for Advancement  
Joan Roggenkamp, Ex. Asst. to the Chief of Staff  
Jeremy Serkin, CRM Manager | Strategic Communications  
Rich Whittington, Associate Vice Chancellor for Advancement  
Katherine Johnson, Director of Media Relations and Communications | Strategic Communications  
Kathryn McMillan, Special Assistant to the Provost  
Saxton Rose, Dean of Music  
Erin Baker, Executive Assistant to the Chancellor  
Shannon Wright, Executive Assistant to the Vice Chancellor for Advancement  
Deborah LaVine, Dean of Film  
Scott Zigler, Dean of Drama  
Elizabeth White, Web Producer | Digital Media  
Cindy Liberty, Executive Director | UNCSEA Foundation  
Crystal Jester, Business Manager | Advancement  
Michelle Lee Festino, Creative Services Manager | Strategic Communications  
Marla Carpenter, Senior Communications Manager | Strategic Communications  
Sara Emery, Major Gifts Officer | Advancement  
John Bowhers, Special Events Manager | Advancement

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**CONVENE OPEN SESSION**

Chairman Ralph Womble convened the April 29, 2022 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. Mr. Womble welcomed all Trustees, faculty, staff, students, and administrators to the last Trustee meeting of the academic year.

**APPROVAL OF MINUTES**

**MOTION: Peter Juran moved to approve the open session minutes from the March 4, 2022 meeting as presented. Mark Land seconded, and the minutes were unanimously approved.**

**REPORT FROM CHANCELLOR COLE**

Chancellor Cole welcomed everyone to the last meeting of the 2021-2022 academic year. He began his report with a Covid update and news regarding the cancellation of several weekend events due to a large number of student cases, with many more in quarantine. Canceling events is always difficult, but it must be done to make sure we have safe, in-person commencement ceremonies, which will also be streamed online.

While Covid continued to be a concern throughout the year, UNCSEA was able to return to in-person learning and performances. Chancellor Cole highlighted the return of *The Nutcracker* to the Stevens Center in December, the opening of Artist Village in January, dance films shot via drone, new hires, including four new Deans, the Executive Director of the Kenan Institute, and the Vice Chancellor for

Advancement.

UNCSA remains at the top of rankings lists for numerous industry publications, and our alums continue to receive nominations and awards for their outstanding work.

Chancellor Cole reviewed UNCSA Forward, the University's 2022-2027 strategic plan, noting that plan progress will be reported at Board of Trustees meetings going forward. All Trustees received a draft copy of this report in their board materials.

Harassment Free North Carolina will be working with the UNCSA community over the next year to offer trainings and tabletop exercises regarding Title IX, sexual assault, sexual violence, etc.

Chancellor Cole also addressed institutional sustainability. The approval of the state budget this past fall gave employees much-needed salary increases, but the School continues to deal with salary equity and compression issues. UNCSA is thrilled to move forward with the renovation of the Stevens Center. Phase One funding was approved in the state budget, and fifteen (15) Statements of Qualification (SOQs) have been received. The renovation will be the School's largest capital project over the next five (5) years.

Chancellor Cole concluded his report by thanking Jenna Cusack, this year's Student Body President. He thanked her for her hard work this year to lead the student body, and for her service to the Board of Trustees.

### **Report from the Academic and Student Affairs Committee**

Greer Cawood, Committee Chair, called on Jenna Cusack, Student Body President, to give her final report for the 2021-2022 academic year. Ms. Cusack provided updates on the student government advocacy campaigns and committees that the Student Government Association led throughout the year. These campaigns and committees included a series of surveys, listening sessions, and partnerships across camps to advocate for student voices to be heard. The Title IX feedback committee provided a list of recommendations to Harassment Free NC as well as the student perspective on Title IX issues at UNCSA.

The Student App committee provided information on programs and events hosted throughout the year and addressed continued goals for SGA to connect students with available resources.

Chair Cawood then called on Josh Selander, Chair of Faculty Council, to give his year-end report. Mr. Selander reported that faculty are interested in making substantial changes in regard to campus scheduling and the CSI initiative, but they would like more time to investigate and process.

Forty-nine faculty are involved in committees across campus, which is key to shared governance. Standing committee elections concluded the day prior. Mr. Selander expressed appreciation for the new rank promotion process but emphasized the continued issues with salary compression and the need to find other ways to reward faculty.

Mr. Selander concluded his report announcing that Faculty Council passed a unanimous resolution to honor Kim Pauley for her 23+ years of service to UNCSA.

Chair Cawood reported that Karen Beres, Vice Provost and Dean of Academic Affairs, shared the following:

- A large portion of the faculty (29) will go through the contract reappointment process next year in addition to six faculty that will go through their mid-10-year reviews.
- Out of the sixteen students that participated in Student Advantage Week, fourteen remain and had an average GPA of 3.18 in the fall. None received an Academic Early Warning alert this spring.
- Interview for graduate student coaches is in progress and plans are underway for new success support through Academic Student Success Coaches.
- The Director of Faculty Affairs position has been posted.

Vice Provost and Dean of Student Affairs, Tracey Ford, reported:

- The Office of Student Transportation provides safe and secure transportation to students and is funded by a Transportation fee. This covers shuttles to the airport, shopping centers, performance shuttles, and other types of events such as film festivals, field trips, testing sites, or shuttles for students/families to off-campus events.
- There are challenges transportation faces including an aging fleet, bus driver shortage, and rising fuel and maintenance costs.
- The Fitness Center is funded through an allotment from the activity's fees as we do not have a traditional recreation fee. We are facing repairs including a new chiller and repairing a leaking roof.
- Support for the Fitness Center is key to support our strategic plan's wellness initiatives.
- Athletic trainers are typically funded by an athletic fee, but we have to use a portion of our health fees. While UNCSA does not participate in sports, student artists do endure hours of physical work pursuing their artistic endeavors, which requires services such as athletic training and physical therapy.
- We need to look at ways to consider changing fee structures to support our challenges around how things are parsed out.
- Student Affairs is working with Advancement to create ways to boost funds and opportunities to improve Health Services and Student Affairs.

Paul Razza, Director of Admissions, reported the following:

- UNCSA is looking to meet our goal of 1360 students for Fall 2022.
- Submitted applications are down 11% from 2021.
- National context - 4-year public school enrollments are down 2-4% and national college enrollment is down 7.8% since 2019.
- NC graduates will decrease over the next several years, so UNCSA needs to be actively planning how to accommodate the loss of applications.
- Mr. Razza emphasized the importance of admission to enrollment efforts and how we are supporting students through the application process all the way through their first year.

Provost Patrick Sims:

- Introduced the New Director of Provost Budget – Eric Burns.
- Reviewed the details of the new rank promotion process and how increases will be given to faculty going through that process.

- Introduced a new model for engaging the ASA Committee in discussion.
- **Topic for discussion** - What is UNCSCA's responsibility, if any, in response to the declining enrollment of eligible high school graduates who are interested in higher education? (Strategic Priority: Maintain and Expanding Industry Relevance)
  - i. Funding is never going to be the right amount to support our program needs, so we have to ensure we get support where needed so we can continue to reinvest.
  - ii. We are doing a better job in retaining students which has been a challenge.
  - iii. The committee had some conversations around how we can use outreach, new programs, and better community building to address retention issues.
  - iv. We are trying to streamline the experience of how students access and complete orientation.
  - v. Working with DLA to have co-curricular experiences with student affairs to provide better student success.

## **REPORT FROM THE GOVERNANCE COMMITTEE**

Anna Folwell, Committee Chair, reported the following from Governance:

The Committee reviewed the terms of BOT members. There are currently no vacancies. For July 2023, we will have two potential reappointments and four vacancies to fill.

Jim DeCristo, Chief of Staff, reviewed the UNC System legislative short session priorities with the committee. Given that the last budget was completed late in 2021, it is a short list of priorities. The priorities include enrollment growth funding, building reserves, funding for UNC System K-12 programs, and cybersecurity at Historically Minority Serving Institutions (HMSI). UNCSCA's High School is included for \$1,000,000 of recurring funding in the System K-12 proposal. This money is needed to enhance our support for our high school operations inside and outside of the classroom.

We are also continuing our effort to receive the second phase of funding for the comprehensive renovation of the Stevens Center. We received almost \$30M in the last budget. We are hoping to receive an additional \$12-15M to complete the state support. We will also be working to acquire additional private and non-state funds to complete the project.

## **REPORT FROM THE ENDOWMENT FUND BOARD**

Ralph Womble, Chair of the Endowment Fund Board, reported that the board met the day prior and a quorum was present. Wendy Emerson, Associate Vice Chancellor for Finance reviewed the UNC Management Company Flash Report and the UNCSCA Endowment Fund Investment Summary as of February 28, 2022. The UNC Management Company Report reflects a gain of 0.4% for the month of February 2022, bringing the Fund's return to 6.2% for the 2022 fiscal year to date. UNCSCA's investments reflect an increase in net market value of just over \$2.49 million.

For the first eight months of fiscal year 2022, there have been five new endowment gifts totaling \$4,150,000 million added to the University's existing endowment pool.

## **REPORT FROM THE ADVANCEMENT COMMITTEE**

Mark Land reported the following from the Advancement Committee meeting :

Vice Chancellor for Advancement Lissy Garrison shared that due to an exponential increase in COVID-19 cases in North Carolina, Forsyth County and at UNCSCA, and concern for the safety of our community, UNCSCA has made the difficult decision to cancel several upcoming events this weekend. This decision was also made in part to do everything possible to preserve an in-person commencement experience for our graduating students. NextNow and the 20<sup>th</sup> Anniversary performance by the Fletcher Opera will both be canceled, and the Advancement Team will be reaching out to our sponsors for refunds or donations of their generous support.

VC Garrison shared that with 75% of the year completed, fundraising to date is strong across the board, currently totaling \$6.4M vs a goal of \$4.7M, or 135% of goal. This strong performance includes two new principal gift level endowments – \$1M for the Kenan Institute, and \$1.5M for a new professorship in Production & Design.

Annual Giving Manager, Jaclyn Day, provided an analysis of our recent Day of Giving, which was our most successful yet – raising over \$150,000 from 734 donors. School participation challenges continue to help drive momentum. We thank all of our Board members for their participation.

The Advancement Team recently completed a two-day strategic planning retreat and have identified eight strategic initiatives their team will be focusing on including: Fundraising, Pipeline, Engagement, Stewardship, Events, Philanthropic Priorities, Organization & People and EDIB.

Advancement is working on restructuring the Board of Visitors to re-establish the Board as a national advocacy and support group that aligns with the objectives of the UNCSCA Forward Strategic Plan. Part of this plan includes greater engagement with campus leadership, more alumni involvement, and a Leadership Annual Giving position to support the Giannini Society, Deans Circles, and a newly planned Parent Leadership Council.

The Advancement Committee also heard reports from Cindy Liberty, Executive Director for the Foundation, Kevin Bitterman, Executive Director for the Thomas S. Kenan Institute, and Claire Machamer, Vice Chancellor for Strategic Communications who will now report out regularly to this committee. Full details of each of these reports are available in the Advancement Committee Report provided with our board meeting materials.

## **REPORT FROM THE PERSONNEL COMMITTEE**

Peter Juran reported the following from the Personnel Committee:

Angela Mahoney, Associate Vice Chancellor and Director of Human Resources, reported that there were six new hires and six separations since the March 2022 Board of Trustees Meeting. She also provided the annual nepotism report, citing no concerns of nepotism for the 2021-2022 academic year.

Darren Chiott, Chair of Staff Council, reported that it has been beneficial for Staff Council meetings to continue to be offered via Zoom and there is an increased feeling of engagement across campus for the staff which is increasing committee involvement.

## **REPORT FROM THE FINANCE COMMITTEE**

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

Michael Smith, Vice Chancellor for Finance and Administration, briefed the committee regarding UNCOSA's All-Funds Budget for FY22-23. The All-Funds Budget is a comprehensive operating budget developed in a standard and consistent format, reflecting both General Fund and Institutional Trust Fund operating revenues and expenses. The Finance Committee approved the all-funds budget and presented and bring that approval to the board in the form of a motion.

**MOTION: The Finance Committee moves to approve the All-Funds Budget for 2022-2023 as presented. The motion was unanimously approved.**

Mr. Smith updated the committee regarding a proposed enrollment growth funding model change being implemented by the UNCSCO. UNCOSA will not be impacted greatly by this change, as we will continue to utilize our existing model with the potential of adding an additional performance metric.

## **REPORT FROM THE AUDIT, RISK, AND COMPLIANCE COMMITTEE**

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

### **Enterprise Risk Management**

UNCOSA's risk owners continue to make progress on risk mitigations and best practices to propel UNCOSA forward. An update was given on one of the university's top five risks, Health and Wellness.

### **Information Governance & Security**

The new Acceptable Use Regulation was published this quarter.

Microsoft SafeLink has been implemented campus wide as another layer of protection, which has contributed to Office 365 Security Posture Score improving from 44% to 51%.

UNCOSA's vulnerability score went down from 10 to 7.8 which is a sign of improvement (6.9 is the industry standard for an organization like UNCOSA). The vulnerability metric is focused on UNCOSA endpoints, computers, Servers, Laptops, etc. This area was a known area of weakness and mitigation efforts are ongoing.

MCNC Security Advisory Consulting conducted an ISO 27002 Maturity Assessment for UNCOSA through the System Office. In 2012, all constituent institutions agreed to follow ISO 27002 as their information security best practices framework. The purpose of the review is to establish a baseline maturity level for all eighteen institutions. The assessment score does not represent the IT department's current status but does identify opportunity for improvements.

### **Discussion of Internal Audit Activity**

Two projects are in progress, which includes Audit's new review of Strategic Management Training. The annual risk assessment process was completed during this quarter which allows the unit to assess the current risk landscape. In summary, the top risk areas identified were Title IX, Human Resources, Cybersecurity, and Mental Health. As a result, the audit plan was updated and approved. The current

memorandum of understanding between UNCSEA and WSSU for Internal Audit services expires 7/15/22 and is up for renewal based upon mutual agreement.

### **MOTION TO GO INTO CLOSED SESSION**

Mak Land 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 Cod, Title 01, Chapter 30, Subchapter D – designer selection; and

To consult with our attorney in order to preserve the attorney-client privilege; and consider and give instructions concerning the handling or settlement of:

- 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 as unanimously approved.

### **REPORT FROM CLOSED SESSION**

Chairman Womble reported that the board went into closed session to consider Faculty Rank Promotion, Conferral of Emeritus Status, an honorary degree, and proposed designer selections.

### **OTHER BUSINESS**

Chairman Womble thanked the Trustees for their work over this past academic year and thanked Jenna Cusack for her outstanding leadership of the Student Government Association.

With no further business to discuss, the April 29, 2022 Board of Trustees meeting adjourned at 10:43 a.m.

Respectfully submitted,

Amanda G. Balwah  
Assistant Secretary of the Board of Trustees

