

Detailed Outline with Supporting Material

1. State of Shared Governance at UNCSCA

a. Overview

- i. Two things can be true at the same time: “We’re doing this to stay ahead of something worse” or “we’re doing this because we have to” are not satisfying answers, and won’t be considered acceptable by many faculty. Also true: IT COULD BE WORSE.
- ii. We have it better than most other UNC system schools (shared governance, research funding, other items). – Cliff and Elizabeth can confirm.
 1. Some schools do not invite faculty to speak to the Board of Trustees at all, or have very limited interaction.
 2. At many schools, faculty do not get the kind of detailed communication about external forces, actions, and priorities that we do (such as reports from Board of Governors meetings)
 3. At many schools, faculty do not have the same degree of involvement in, let alone control over, curriculum and peer review processes.
- iii. Common misperception among faculty: Provost and Chancellor aren’t doing enough to protect us from outside forces.
 1. I am far from being a shill, but we are well-positioned in comparison to most UNC system schools, and outsiders speak to how well they advocate for us.
- iv. Following in Andy Paris’ footsteps: State of Shared Governance/The Faculty
- v. Three main tasks delegated to the faculty in governing documents
 1. Curriculum
 2. Faculty searches (doing the work to make them happen)
 3. Peer review committees (composition, staffing, doing the work)
- vi. Anything else falls into the category “what we are allowed to do.”
 1. Shared governance is a spirit and an art, not a codified fact
 2. We are an advisory body

b. Summer & Fall 2024

- i. Engagement from the Provost and Chancellor – positive progress from the end of spring 2024.
 1. Productive conversations leading to potential solutions
 - a. Ex: hiring of VPEM acknowledges that we need to restructure enrollment and retention processes
 - b. “Looking forward to strong communication and collaboration regarding enrollment targets.”

2. Implementation has been inconsistent, but understandably so given the pace and intensity of external pressures.
 - a. We must break the habit of letting things that don't get finished in one academic year drop in favor of new priorities.
 - b. My relentlessness, though annoying at times, is an asset.
 - c. Ex: external reviews from '23-'24 had major recommendations that need to be revisited
- ii. Peer review committees:
 1. HIGH volume required adjusting eligibility
 2. Making progress toward consistent thoroughness and depth
 3. Remains one of the most fulfilling things faculty does
- iii. Launching task forces
 1. High School Employee Policy Manual WIN
 2. Faculty Searches Guidebook & Manual WIN
 - a. Support from Deans & senior leaders – especially Laurel
 - b. Just need some ground work to cross the finish line
 3. Generative A.I. Faculty Needs & Recommendations
- iv. Positive work with Deans on CSI and other matters
- c. Spring 2025
 - i. Curriculum: EPC is definitely in a better place compared to last year
 1. All curriculum changes approved (thanks you Patrick & also Sharon)
 2. Some questions remain about specific tasks
 - ii. Searches guidebook: still to be determined, but optimistic
 1. Deans & faculty both produced recommendations
 2. Need to be reconciled & final product approved
 3. Assured that we will have something by July 1
 - iii. CSI: simultaneously encouraging and frustrating from faculty standpoint
 1. Progress HAS been made, thanks to strong effort by the deans, but missed opportunities to aim for something better.
 2. Their process reinforced the silos of the seven schools.
 3. Faculty has largely fallen toward apathy (“just tell us what we’re doing”), will need reinvigoration for the work yet to come.
- d. Looking forward:
 - i. Production calendar
 1. Once we gather the data, we can find friction points, areas for improvement, and places to strategically reduce.
 - a. Doing a little less means doing *better*.
 - b. We sometimes inhibit the performance of our “athletes” (both in front of and behind the curtain) – not enough rest and recovery, preparations are sometimes rushed.

- c. We also limit reflection and learning after productions when students and faculty move quickly on to the next thing.
 - 2. We need insight into which practices need improvement, both here and in industry – the Board of Trustees can help.
 - a. It's a fallacy that we need to replicate the full conditions of the industry to prepare for the industry - we should not duplicate harmful practices, but rather build a foundation for our students to change those practices, because *they've experienced something better*.
- ii. Finalize this year's policies & guides
- iii. Support CSI committee: some faculty remain strongly engaged with this process.
- iv. Simultaneous, interconnected opportunities: need to do these as well as we can the first time, find the bandwidth
 - 1. CSI – just tell us what to do
 - 2. Curriculum to match schedule – modern methods, same mission
 - a. FIRMLY believe this is still possible, and I have 15K-foot view
 - b. Space utilization, redefining capacity
 - 3. HS expansion:
 - a. Solves many recruitment & retention problems across the institution
 - i. High demand in the high school population across all disciplines.
 - ii. Film, D&P, expanded Drama: 5-year degree; 11th- & 12th-grade HS programs that could feed into the C2 year like a self-contained transfer pipeline (still must apply)
 - iii. Potential for new faculty lines not available from legislature currently.
 - iv. “Bubble” programs for 9th & 10th graders for development
 - b. Aim for “best secondary conservatory in the world”
 - i. Returns benefits to recruiting, retention, fundraising, etc.
- v. Next year:
 - 1. Weather the storm at the federal and state level
 - a. Adapt and adjust, but...
 - b. Be prepared to stand and fight when needed
 - 2. How do we get back out in front of (out of reactive stance, into proactive & industry-leading stance)
 - a. Searches
 - b. Production & planning

- c. AI
 - d. Changes in industry
 - 3. Improve representation of adjunct faculty concerns
 - e. Summary
2. State of the Faculty
- a. Better place than last year, but significant wellness problems remain
 - b. Apathy has grown in certain areas, and remains a major problem
 - i. Already spoken about apathy → burnout → turnover (still major concern)
 - ii. Also, disengagement → lower quality work → more work in future (spirals)
 - iii. To find the bandwidth to solve problems, the faculty must BELIEVE that a solution is the likely outcome of the effort, which means they must feel that the problems has been HEARD and UNDERSTOOD.
 - 1. We have improved in this area, but there is work still to be done.
3. Accomplishments: deeply proud of what we've been able to do (invite you to see addendum)
- a. We want to help! We want to solve problems!
 - b. We can only do what we're allowed to do, and we can do more than we have been allowed to do.
 - i. I reiterate: there IS energy in the faculty if channeled properly.
 - c. Lots of detailed work next year, will require authentic engagement of the faculty, whose experience and knowledge are required to make all of this work.

Board of Trustees Committee Meeting Notes:

Governance

- BOT appointments and reappointments (effective July 1st)
 - 2 new, John McConnell, John Michael Schert
 - Graydon reappointed
 - Jeffrey and Rhoda rotating off
 - Waiting for Kyle and Jess to be reappointed

Academic & Student Affairs

- SGA:
 - New SGA President Trey Mazza
 - QEP advising
 - DegreeWorks: how it could be better used to map out plans and progress
 - APIR: production survey; better ways to implement and make available, aggregate and interpret data

- Course evaluations
- Last Town Hall: April 15. Concerns:
 - Dining (Trey meeting with Melanie today)
 - **Student capacity during productions**
 - Note to self: connect with Trey over this
- Ideas for next year:
 - better social media
 - continued attendance at ASG
 - better use of associates
 - Town Halls for each individual school
- Me
 - VERY extensive and positive discussion afterword:
 - Trustee Eric Flow: gathering the data to support assertions about the production workload; making the case for transforming the industry.
 - Trustee Rhoda Griffis: apples-to-apples comparison with other arts institutions
 - Provost Sims: definitely part of our external review process
 - Trustee Jonah Bokaer: what action items can the Board help with?
 - Me: once we have the data, we need insight into which practices need improvement, both here and in industry. It's a fallacy that we need to replicate the full conditions of the industry to prepare for the industry - we should not duplicate harmful practices, but rather build a foundation for our students to change those practices, because they've experienced something better.
 - Trustee David Neill: related own experience of a program that provided a full semester of skills-based personal interaction; value of internships and training for professional career.
- Karen: CSI Timeline
 - HSAP: split lunch gaining traction
 - DLA: put college students into cohorts, spread out DLA classes but protect spaces for each cohort (example: first year seminar experience, art schools cannot schedule against that)
 - Ad Astra: software system for centralizing all scheduling data
 - Fall 2026 remains the goal for a new schedule
 - Patrick: emphasizes importance of Ad Astra; Sharon Hush has been building from spreadsheets, requiring tons of manual changes; software allows us to focus on the curricular arc of each student.
- Afeni:
 - Harassment Free NC (outside consultant)
 - Needed to operationalize prevention into a position, move beyond one-time programs
 - Fulton McSwain: gender violence prevention & survivor advocacy
 - Awareness, skill-building

- Centering student voices: if prevention is for them, needs to be led by them -- > SAFE team (launched Fall 2024)
- Students drive awareness and prevention efforts, shape content with their perspective.
- Shelby (C2 Drama), member of Safe Team, related her experiences
- Society is better at intervention than prevention, needs to be both.
- Provost: from agenda
- Student Affairs: from agenda

Advancement:

- Fundraising: see slide
 - Projecting to end the year at over \$18M, above \$15M goal
 - Principal gifts going very well; ex: \$1M bequest to support horn studio
 - Expect to close on \$1M to support dance and \$1.5M to support piano scholarships
 - Expect to reach 20% of total giving as planned giving (industry standard); less than 1% last year
 - Can enable paths to accomplishing more than even the donor knew was possible
 - Examples of donors who shared stories:
 - One who donated for the first time in 12 years.
 - One who had already established at 6-figure planned gift to support music, then gave another \$10K gift this year (cello). After being texted directly by Saxton, raised it to \$25K. Plans to give more, we are #1 philanthropic priority.
 - Unrestricted & annual giving: on target to hit goals, up from last year
 - Days of Giving: 100% participation from all boards, exec team, deans council, leadership council
 - Raised \$395K (126% of goal) on 1013 gifts (102% of goal)
 - Faculty and staff participation have increased greatly over the last few years.
 - Mike Wakeford brought DLA Democracy class to Days of Giving tent to discuss the importance of philanthropy
 - Looking for more integration with curriculum
 - Arts Bound students played a big role, going to be a case study for talking to other student groups
 - Pickle Parents: highest dollars raised
 - Cannons: provided a challenge gift
- Pipeline:
 - Building planned giving, "fixing" annual giving
 - Expanded, restructured, and provided training & development for the advancement team
 - Improved marketing for planned giving: can use IRA minimum distribution to donate

- Currently 10 additional planned gifts still in the pipeline; if closed by July, would bring us to 14 gifts totaling almost \$5M for FY25.
 - Promoting Encore Circle
- Alumni engagement
 - Above communication (incoming, by person not instance) and experiential (participation at events) goals this year; approaching philanthropic goal; need work in volunteer goal.
 - Working on increasing "contactability" number
 - Alumni more involved in enrollment process (also parents and donors)
 - Still over a dozen events remaining this fiscal year.
 - Homecoming 2025: October 10-12
- Campaign: get slides
 - Themes:
 - Unrealized potential
 - Building a stronger community of shared purpose
 - What is the campaign that only UNCSA can run?
 - Big Ideas! (Impact the community as well as the school.)
 - Don't have to pick the top 5
 - **(Note to self: having the best secondary conservatory in the world)**
 - Launching students into careers (incl. Student debt)
 - Incubator for new voices and works
 - Student health & wellness
 - This place is magical: campus & community
 - Industry Leader in Generative AI in the Arts
 - Overall timeline
 - Upcoming focuses:
 - Roll out big ideas & solicit feedback
 - Solicit lead gifts
 - Develop strategic communications
 - Working goal of \$25M raised next year
 - Expecting total of \$12M lead gifts, including one at \$8-10M
 - Campaign launches right around the time current strategic plan expires.
 - Campaign won't substitute for a new plan
 - Could be support for a continuation of current plan or adapted plan
- Organization & people
 - Current searches:
 - Assoc Dir of Development: almost done (junior major gift officer for smaller major gifts)
 - Major Gifts Officer:
 - Campaign Project Mgr: about to close (administrative role)

- Upcoming searches:
 - Grant coordinator (after transition of current one to research)
 - Part of 7-year staffing plan
 - Newly proposed with Foundation, in StratComms (serve as an agency of sorts for advancement, free adv to focus on strategy)
 - Advancement marketing project mgr
 - Advancement Graphic designer
- Stewardship: just added to framework, will be updated in the fall
- Foundation: very busy during first Q, middle of budget process
 - Eric Flow & Dara Folan helped immensely with purchase of building adjacent to Stevens Center
- StratComms:
 - Billboard on Salem Parkway West with Paul Tazewell - marketing and advancement
 - Also ran an ad in the San Diego performance of Hamilton
 - Growth opportunity for the institution is around fundraising
- Kenan Institute:
 - Pilot initiative for students who have created ensemble work to present at a festival

Finance

- All-funds budget FY26: **get summary slides**
 - Guidance given and budget priorities from UNCISO
 - Aligned with strategic resource plans at system and school level
 - Student affordability
 - Financial sustainability
 - Must demonstrate this to be approved for increase in undergrad in-state tuition
 - Includes:
 - Upcoming year of all multi-year contracts
 - Debt service for capital items, but not their revenues & expenses
 - Financial Aid, including Tuition & Fee Discounting
 - (Does not include loan service)
 - Campus participation (detailed narrative that demonstrates alignment with priorities)
 - Must be approved by BOT, then goes to UNCISO to bring to BOG in July
 - Revenues projected \$83.59M, expenses \$83.56M
 - 75% of revenue from appropriation and tuition/fees
 - 66% in salaries & benefits (then supplies, scholarships)
 - Expenses by unit (**get slide**)
 - Financial aid is largest, gets most from restricted funds
 - Academic affairs and facilities come next

- Question (Trustee John Wigodskit): cost per student in academic units?
 - What is optimal, what is scalable?
 - Efficiencies in high-cost programs (film, D&P)
 - Among academic units:
 - D&P and Film have the highest expenses
 - Music 3rd, gets the most trust/foundation support
 - HS expansion: could create economies of scale
- Extensive examples of how our budget reflects mission-aligned priorities
- Allocation process:
 - Pre-approve some items to be ready for fall
 - Fall budget request from each unit
 - Spring budget request from each unit
- Resource realignments:
 - IT: \$53K savings from consolidation; supports inflation-driven expenses in departmental operating budgets
 - IT: different \$112K from vacant positions; supports department restructuring, contracted services, inflationary increases
 - Facilities: \$74K from abolished position; supports new Facilities Project Mgr position for long-term capital sustainability
 - Provost Office: \$163K reduced minimum reserve for faculty rank to target salary compression
 - Campus Police: \$48K realignment from abolished position; supports departmental restructuring and preparation for mandatory salary increases by system criteria
 - Business Affairs: \$100K transition to new surveillance platform; supports ongoing equipment replacement costs (cameras)
- Space Utilization Report (2023) - **get slides**
 - DAVE is focusing on this (among other things)
 - Report is on the BOG site (has always been, but being looked at in different ways)
 - Square footage, seats
 - Classroom Hours UNCISO target: average of 35 hours for classrooms, 20 for class labs
 - We are at 8.2 for classrooms, 8.0 for class labs
 - Station Utilization: UNCISO target is 75% for class labs, 65% for classrooms
 - We are under 50% for classrooms, just above 40% on class labs
 - Both targets: MOST campuses are under targets (especially hours)
 - Minutia of this slices across multiple divisions
 - Finance and admin (esp. facilities)
 - APIR - floor plans
 - EPC/Faculty - defined capacity, assigned station (also touches on equivalent time)
 - Provost/Academic Units

- Is there a better metric for us? (Ex: sq ft per student)
 - Appropriated vs non-appropriated buildings
- Capital projects: mostly same presentation that Faculty Council got
 - New terra cotta is on site! Also new stud walls.