

Approved by the BOT
December 7, 2012

**University of North Carolina School of the Arts
Board of Trustees Meeting
Eisenberg Social Hall, Hanes Student Commons
October 5, 2012
9:00 a.m.**

Open Session Minutes

Trustees Present

Claire Christopher
Nick Correa, SGA President
John Crumpler
Noel 'Skip'Dunn
Justin Eure, Honorary
Don Flow, Secretary
Paul Fulton, BOG
Quin Gordon, Honorary
Isaac Green (phone)
Jen Haire, Honorary
Rob King, Vice Chair
Charlie Lucas, Chair
Sandi Macdonald, Ex Officio (phone)
Phil Nelson, Ex Officio
Justin Poindexter, Honorary
Mariana Qubein
Kirstie Spadie, Honorary,
Michael Tiemann
Felix Ventouras, Honorary
Carrie Vickery, Honorary
John Williams

Faculty/Staff Present

John Mauceri, Chancellor
George Burnette, Chief Operating
Officer
David Nelson, Provost
Jim DeCristo, Director of Economic
Development/External Affairs
David English, Associate Provost
Julie Risher, General Counsel
James Lucas, Director of Human
Resources
Joan Roggenkamp, Executive Assistant
to COO

Trustees Absent

Tina McGuire, Vice Chair
Barbara Goodmon
Tom Kenan, Emeritus
Susan Mann, Foundation
Liaison
Lynn Eisenberg, BOV Liaison
David Powers, BOG Liaison
Linda Carlisle, Ex Officio
Ryan Wineinger, Honorary

Others Present

Ken Keuffel, Winston-Salem
Journal
Brannon Wiles
Lou Anne Crumpler
J.D. Wilson
Susan McCullough

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Faculty/Staff Present (continued)

Amanda Balwah, Assistant Secretary to BOT
Shannon Henry, Internal Auditor
Marla Carpenter, Public Relations
Brent LaFever, Campus Performance Facilities
Jason Czaja, Campus Performance Facilities
Susan Jaffe, Dean of Dance
Wade Weast, Dean of Music
Joe Tilford, Dean of Design & Production
Dean Wilcox, Dean of Liberal Arts
Ward Caldwell, Dean of Students
Susan Ruskin, Interim Dean, School of Filmmaking
Jill Lane, Dean of High School Academic Program
Dale Pollock, Faculty Council Chair
Paula Pressley, Director of Individual and Planned Giving
Lisa Ransom, Development Associate
Lynda Lotich, Interim Ex. Director of the Kenan Institute for the Arts
Sue Ellen McNeil, Ex. Assistant to Advancement
Chris Boyd, Assoc, Vice Chancellor for Facilities Management
Betsy Towns, Faculty Council Vice Chair
Katharine Laidlaw, Executive Producer
Steve LaCosse, Assistant Dean, School of Music
Jonas Silver, Director of Alumni Affairs
Carin Ioannou, Senior Director of Business Affairs
Trish Casey, Dance Faculty
Elizabeth Spruill, Staff Council Chair
Sean Sullivan, Dance Faculty
Warren Conover, Dance Faculty
Jack Miller, Design & Production Faculty
Frank Smith, Dance Faculty
Pam Knourek, Design & Production Faculty
Lauren Whitaker, News Services Manager

Norman Coates, Design & Production Faculty
Deb Cheesebro, Director of Campus Police and Public Safety
Gary Davis, Captain, UNCSA Campus Policy
Laura Martin, Dance Faculty

Convening Open Session

Chairman Charlie Lucas convened the October 5, 2012 meeting of the University of North Carolina School of the Arts Board of Trustees at 9:03 a.m. A quorum was confirmed. Chairman Lucas reminded all members of the Board of their duty under the *State Government Ethics Act* to avoid conflicts of interest and appearances of conflicts of interest as required by this Act.

Chairman Lucas welcomed everyone to the first meeting of the academic year and acknowledged the new Trustees: Noel 'Skip' Dunn (Voting Member), Michael Tiemann (Voting Member), Justin Poindexter (Ex Officio Alumni Representative), Justin Eure (Honorary Academic Programs Representative), Quin Gordon (Honorary Drama Representative), Carrie Vickery (Honorary High School Representative) and Ryan Wineinger (Honorary Design & Production Representative). Mr. Wineinger was not present for the meeting.

Oath of Office

Julie Risher, General Counsel, administered the Oath of Office to Mr. Dunn, Mr. Tiemann, Mr. Poindexter, Mr. Eure, Mr. Gordon and Ms. Vickery.

Approval of Open Session Minutes of May 3, 2012 and July 10, 2012

Motion: Rob King moved to approve the Open Session minutes of the May 3, 2012 Board of Trustees meeting and July 10, 2012 Board of Trustees conference call. Mariana Qubein seconded and the minutes were unanimously approved.

Report from Audit Committee

Committee Chair Don Flow reminded all those in attendance of the partnership UNCSCA has developed with Winston-Salem State University to maintain the School's internal audit function. He thanked Ms. Shannon Henry, the Director of Internal Audit, for her professionalism that has enhanced the School's audit function. He also acknowledged the favorable working relationship she has with UNCSCA's senior administration.

Mr. Flow then reported on three items that were addressed at the Audit Committee meeting:

- All external audits are on track with target completion dates and there are no materials issues to report.
- The Internal Audit Plan from last year was reviewed. All projects were completed and the plan for the year came in under budget.
- The Audit Plan for the 2012-2013 academic year was reviewed and approved.

Report from Endowment Fund Board

Chairman Lucas reported that the Endowment Fund Board had a very brief meeting. There were no action items, but the Board did review UNCSCA's Endowment Funds that currently reside within UNC Management. Ten of the nineteen funds are under their original corpus, meaning no funds can be distributed from them without donor approval; however, they do continue to improve as the markets slowly recover. Overall, UNC Management performed in the top quartile of all university endowments.

In addition, Carin Ioannou, the Senior Director of Business Affairs, reported on the progress of the replacement lighting system going into Crawford Hall.

Report from Advancement Committee

Claire Christopher chaired the Advancement Committee meeting in Barbara Goodmon's absence. Ms. Christopher reported the following:

- Paula Pressley, Director of Individual and Planned Giving, and Chancellor Mauceri introduced Mark Hough, UNCSCA's new Chief Advancement Officer. Mr. Hough is a Drama alum and has a distinguished track record in arts administration and fundraising.
- Several highlights from the 2012 fiscal year were celebrated:
 - The Annual Fund raised 40% more than in previous years.
 - Scholarship donations totaled \$2.4 million, which is more than in previous years.
 - UNCSCA received the largest gift in UNCSCA's history - \$6 million from the William R. Kenan Charitable Trust.
 - Alumni programs have been revamped and invigorated thanks to Jonas Silver's leadership.
 - The Alumni Office is currently working to establish alumni hubs in Boston, Washington DC, Chicago and Las Vegas.
 - UNCSCA continues to work towards the Fletcher endowment challenge.
 - Funds were raised to create the first endowed professorship – the Dale Pollock Endowed Professorship in Film.
 - Jim DeCristo was thanked for his leadership and hard work in the Advancement Office while searching for a new Chief Advancement Officer.
- UNCSCA's Marketing and Communications Department produced recruitment materials and a performance calendar for the 2011-2012 academic year.
- A special editorial highlighting Winston-Salem and UNCSCA was published in the October issue of US Airways Magazine, which will be seen by 6 million people.
- There has been an increase in UNCSCA's social media presence, utilizing Facebook and Twitter.
- A new strategy is currently being developed for the 2012-2013 academic year that will focus on even more robust fundraising goals.

Chairman Lucas reported that Jennifer Haire and Felix Ventouras provided written reports highlighting the work of the alumni hubs in Los Angeles and New York.

Report from Finance Committee

Committee Chair Rob King thanked Carin Ioannou for her professionalism and hard work in presenting the reports of the Finance Committee. The Committee reviewed the expenses of the general and trust funds through June 30, 2012 and August 31, 2012.

Motion: Per the unanimous recommendation of the Finance Committee, Rob King asked the Board of Trustees to approve the fees for summer school as presented in the handout provided by the Senior Director of Business Affairs. The

Board of Trustees unanimously approved the fees for the 2013 summer session as presented.

Mr. King also reported that Chris Boyd, Vice Chancellor of Facilities Services provided a construction update on the four new buildings. State construction has reviewed everything. While there may be a few modifications along the way, the plans are in order and there will be no major changes. Mr. Boyd is also waiting for Repair and Renovation funds to be released. Chairman Lucas thanked Mr. Boyd for all of his hard work and diligence in managing the facilities on UNCSCA's campus with limited Repair and Renovations funds.

Report from Personnel Committee

Committee Chair John Williams reported that the Personnel Committee had a very brief meeting. The Committee was introduced to James Lucas, the new Director of Human Resources who comes to UNCSCA from the Winston-Salem/Forsyth County School System and with 29 years of Human Resources Experience.

Motion: Per the unanimous recommendation of the Personnel Committee, John Williams asked the Board of Trustees to approve the proposed edits to the Management Flexibility Policy to include the Management Flexibility Plan, which further defines the Chancellor's authority in making promotions and appointments of administrative and academic staff. The Board of Trustees unanimously approved the revisions to the policy as presented.

Report from Educational Planning and Policies Committee

Claire Christopher reported on the following highlights from the Educational Planning and Policies Committee meeting:

- Ward Caldwell, Dean of Students, reported on the following:
 - Renovations to Residence Halls E and F have been completed. These renovations included new windows, doors and locks. There is also increased accessibility by way of ramps and handicap parking, making the buildings ADA compliant.
 - At the start of the academic year, the high school dorms were at 100% occupancy and the College dorms were at 94% occupancy.
 - Counseling and Testing Services has seen a 20% increase in utilization so far this academic year. Several programs have been implemented to assist with stress management, including yoga and a couch to 5K program. UNCSCA has also forged a partnership with Wake Forest University Baptist Medical Center where members of their psychiatry staff are working with UNCSCA counseling staff and assisting with office hours.
 - Student Health Insurance premiums have gone up \$275 to be in compliance with the Affordable Care Act. Utilization rates have decreased because of this premium increase, and the fact that students may remain on their parents' insurance plans until age 26.
 - UNCSCA now has a new Pickle Mascot costume.

- Nick Correa, President of the Student Government Association (SGA), reported on the increase in the number of SGA officers and associates. They now have a team of 15 students in place, which has tripled since the last academic year. This increase in support has allowed SGA to go from representing just Dance and Design & Production to representing all five arts schools. They are also able to take on more projects and issues, such as student parking due to construction, as well as tuition and fees. Mr. Correa reported that the main goal for the SGA during the 2012-2013 academic year is to increase visibility and effectiveness on the UNCSCA campus by continuing to foster a good working relationship with students, faculty staff and administration.
- David Nelson, Provost, reported on the following:
 - Summer School –Dr. Nelson thanked the Thomas S. Kenan Institute for the Arts for their leadership in expanding the summer program offerings. This first year was a great success. Offerings included four for-credit academic courses; continuing summer intensives for high school students, including an ABT ballet intensive; and professional continuing education classes.
 - Tuition and Fees – It is time for the Tuition and Fees Committee to convene. This committee was very successful last year, and UNCSCA will once again capitalize on the leadership of David English, Carin Ioannou and Nick Correa to engage students, faculty and administration in the discussion.
 - Academic Affairs Organizational Chart: Changes have been made in assignments and duties within Academic Affairs to maximize efficiency and effectiveness within the department. With the recent hiring of Dr. Xiaoyun Yang as the Senior Director of Academic Planning and Institutional Research, David English can transfer some of his responsibilities to Dr. Yang and her departments, allowing him to now serve as Associate Provost and Dean of Graduate Studies.
 - Strategic Planning – UNCSCA's current strategic plan is set to end in 2014 and the administration is already beginning the process for the next plan. The Board of Governors is currently working on a plan for the entire UNC System, so UNCSCA's administration will watch this process closely to make sure the School's plan aligns with plan for the system. Funding will be a critical part of the plan and all constituents of UNCSCA, including the Trustees, faculty, staff, students and administration, will be involved in the planning. More details will come forth in the coming months..
 - In-state High School funding is currently being analyzed by David English, Carin Ioannou and Jill Lane; they are working to figure out the best solution and will report on this in the near future.
 - Performance Funding is being analyzed in relation to enrollment and UNCSCA successfully negotiated its performance measures with General Administration.
 - Dr. Nelson introduced several new administrators who were recently hired: Carl Forsman (Dean of Drama), Susan Jaffe (Dean of Dance), Dean

Wilcox (Dean of Liberal Arts), and Susan Ruskin (Interim Dean of Filmmaking).

- Faculty Rank - The Faculty Rank Proposal that was approved by the Trustees has been given to the Board of Governors and General Administration. UNCSCA was then asked by President Tom Ross to put the proposal into a policy format for inclusion in the Faculty Manual. This policy was presented to the Trustees for approval.

Motion: Per the unanimous recommendation of the Personnel Committee, Claire Christopher asked the Board of Trustees to approve the proposed Faculty Rank Policy for inclusion in the Faculty Manual. The Board of Trustees unanimously approved the policy as presented.

Report from the Governance Committee

Chairman Charlie Lucas reported that the Governance Committee did not meet. Two items of business were presented for the Board's approval:

Motion: John Williams moved for the Board of Trustees to approve the proposed meeting dates for 2013-2014 and 2014-2015. John Crumpler seconded and the motion passed unanimously.

Lynda Lotich, Interim Executive Director of the Thomas S. Kenan Institute for the Arts, presented three members of the Kenan Institute's Board of Advisors whose terms are up for renewal: Suri Bieler, Kevin Brooks and Eric Gutierrez. Their bios were distributed to the Trustees.

Motion: Charlie Lucas moved to approve the renewal of terms for Suri Bieler, Kevin Brooks and Eric Gutierrez to the Thomas S. Kenan Institute's Board of Advisors. Claire Christopher seconded and motion passed unanimously.

Report from Chancellor Mauceri

Chancellor Mauceri reported on the numerous achievements and accomplishments UNCSCA made this past year despite the economic downturn. The UNC System suffered a 15.6% cut, resulting in a \$3 million or 11% loss for UNCSCA. The outlook for the 2012-2013 academic year is much better. UNCSCA has been awarded a special appropriation of \$1 million in recurring annual funds plus an additional \$1 million from increased revenues generated from increased tuition and fees.

The Chancellor also reported the following highlights from the 2011-2012 academic year:

- Private fundraising was 6% above UNCSCA's goal
- Scholarship funds were doubled
- UNCSCA received the largest gift in the School's history - \$6 million from the William R. Kenan, Jr. Charitable Trust
- \$500,000 has been secured from the AJ Fletcher Foundation to increase UNCSCA's visibility by televising productions on UNC-TV

And for the new 2012-2013 academic year:

- 300 performances are planned
- UNCSCA's total enrollment is 1,142. More than half of those students are from North Carolina. The rest represent 47 states and 27 students are from foreign countries.
- UNCSCA has implemented the successful conversion to two-semester, instituted faculty rank, has started exclusive relationships with the American Ballet Theatre and Cirque du Soleil, and held the first full summer session.
- UNCSCA continues to extend and deepen its relationships with its alumni.
- Our students continue to win national awards, and our alumni continue to receive some of the nation's top honors in their art forms.
- Construction has begun on four new buildings that will increase opportunities for learning and research.

Move to Closed Session

Motion: Rob King made a motion to move to Closed Session to prevent the disclosure of privileged information under N.C.G.S 143-318.11(a)(1), State Personnel Records Act, Article 7 of chapter 126 of the North Carolina General Statutes. John Williams seconded and the motion passed unanimously.

Return to Open Session

Chairman Lucas reported that the board discussed a confidential personnel matter.

Closing Remarks/Adjournment

Chairman Lucas thanked everyone for their time and commitment. The next meeting is scheduled for December 6-7, 2012.

With no further business to discuss, the October 5, 2012 meeting of the Board of Trustees adjourned at 11:44 a.m.

Submitted by:

Amanda Balwah, Assistant Secretary to the Board of Trustees