

# UNCSA Faculty Council

## Report from Board of Trustees Meetings

### December 4-5, 2024

Members of Faculty Council, below you can find items of importance that were discussed in the Board of Trustees committee meetings on September 26, and the full Board meeting on the 27<sup>th</sup>. I have ranked them in order of my perception of their importance.

Thank you to Clint Smith for attending and providing the report on the Advancement committee meeting.

You can find all pre-meeting materials (agendas, slides, handouts) here:

<https://www.uncsa.edu/about/leadership/uncsa-board-of-trustees/pre-meeting-materials/december-2024.aspx>

#### Academic & Student Affairs Committee

- SGA Report: Jack Sargent
  - Launched a production evaluation survey that every student can use to provide feedback for each production in which they participate.
    - Initial results available (link broken)
    - Survey still active for current productions
  - Relaunching student time audit
    - Measures time spent on all activities, not just school
    - Available to all students (last year was a representative sample)
    - Now includes opportunity to indicate priorities for different activities
  - UNCSA SGA present at all Association of Student Governments meetings
    - [Rest & Recharge Initiative](#): encouraging a consistent system-wide policy of having three wellness days per semester (which UNCSA already does)
    - [Student Organizing and Protest Protection Act](#):
      - Calls upon each of the 17 constituent institutions of the University of North Carolina to ensure the safety and protection of students exercising their First Amendment right, as well as the safeguarding of that right thereof
      - Strongly opposes any efforts to create system-wide policies to further restrict students' rights to assemble and engage in spontaneous expressive activity beyond those that substantially disrupt the functioning of a university, as defined and established in the current policies, regulations, and rules
      - More
  - Top issue: dining services (working on starting committee)
- Faculty Council Report: Jeff George

- Strategic Plan: new phase of CSI moving forward
  - In September, presented broad list of faculty concerns.
    - Emphasized need to do the work now (opportunity + urgency)
  - Developed that broad list into more detailed positive agenda – platform of sorts.
  - Should be codified (survive leadership changes), have clear & detailed timeline, include:
    - Re-examining the production calendar to adjust scope & spacing
      - Create & maintain a central, detailed production calendar with responsibilities
      - Expand use of MOU’s and Scope Agreements: per-production basis
      - Consider the example set by Music: no overlapping or back-to-back major productions for any given student
      - Consider the example set by Drama: intentional casting of students to provide a well-rounded set of experiences AND create space for rest and reflection
      - Work within each program to identify Student Learning Outcomes that can be met within productions, freeing up class time
    - Schedule changes that have tangible positive effects on the major friction points that exist now.
      - No more “round peg in a square hole” – design BOTH the schedule AND the curriculum so they work together (likely a 3 year process)
      - Efficiencies: concentrating and protecting HSAP/DLA class time
      - Allow mixed vertical studios to start earlier (relieves 9:30 pressure)
      - Ensure that every program has sufficient class time to deliver Student Learning Outcomes
    - “Right-sizing” enrollment by redefining the capacity of and recruitment targets for each school, driven by the hiring of the VP of Enrollment Management and plans for High School Expansion
      - Opportunity created by hiring VP of Enrollment Management: dig into the granular needs of each program in each school.
      - Opportunity created by plans for High School Expansion: standardize entry years, redistribute undergrad & high school populations
      - Capacity is ability to deliver Student Learning Outcomes, not just “seats”
    - Defining what a credit hour means in our wide variety of classes, then revising/reprioritizing curriculum to match

- What is “equivalent time” for productions, practicums, lab classes, etc?
- Are we allowing sufficient time for homework, projects, recovery, reflection?
- What is our “standard load” for high school, undergraduate, graduate?
- Are there better ways for students to progress through the curriculum?
- Eliminating salary compression, especially “double compression,” and finding innovative solutions to hire talent at market value
  - Double compression: faculty hired before requiring minimum salary at hiring, who went through rank promotion before salary bonuses were implemented
  - Reprioritize salary increases for full professors that are not only below minimum, but often below associate professors’ salaries
  - Endowed chairs: not only ensure one salary is paid, but free up funds to boost other salaries in the same school
  - Continue to lobby the state for a market-value adjustment like the one given recently for staff
- Reducing the administrative load carried by faculty
  - This is an area where we are critically understaffed, dating back to 2008
  - Recruiting: redesign approach and find ways to provide admissions staff to support
  - Procurement: find ways to provide purchasing staff to support
  - Improved communication surrounding multi-school productions: find ways to provide operations staff to support
- Continued progress in restoring the confidence of the faculty in shared governance
  - Follow up on August summit, and continue to advance the conversation
    - Learning from past examples where there was a disconnect between faculty and administration
    - Developing UNCOSA-specific guidelines for shared governance
  - Developing UNCOSA-specific best practices for faculty searches
  - Returning to a less-centralized budgeting process
- Improved accountability measures at all levels of the institution
  - Cultivating a culture of obligation to each other – but culture follows process!
  - Peer accountability

- Employee accountability
  - Leadership accountability
  - Increasing scholarship funding to aid in recruiting and retaining students
  - Working extensively with **Deans & Provost Office** to develop solutions to schedule & workload issues, as well as defining the processes and detailed timeline for the next phase.
    - Grateful for genuine and enthusiastic engagement across the board
    - Very happy with the process, align very well with Provost in this area
  - Deans must drive the discussion within each school; Faculty Council can support the process by serving as the connection between the seven conversations.
  - Compiled a list of “Big Ideas” aggregated from 3 previous CSI committees, to seed conversations (**see addendum**). Shared with Deans, will share with faculty no later than January 15.
  - Weather Safety Communication: mention briefly – faculty concerns, confident in working with Chancellor, Provost, and Campus Police to resolve
  - Shared Governance:
    - On December 10<sup>th</sup> we are planning a follow-up to August’s summit with the Provost and Chancellor. We will begin to examine the case studies we generated at the summit.
    - The Deans and Faculty Council are proceeding with parallel processes to develop a UNCSA-specific guidebook for best practices in faculty searches. After both task forces make recommendations before spring break, we will work together (along with Angela Mahoney and Kim Bradfield) to produce a collaborative product.
  - Other Faculty Council Work
    - Task Forces
      - HS Employee Manual – nearing industry-leading draft recommendations
      - A.I. Needs – gathering data from faculty
      - Faculty Searches: preparing a survey for search committee members to take
    - Ombuds committee: elected second member, working to revitalize this work
    - Faculty Endowed Scholarship: changes in requirements to make it more impactful
    - Faculty manual changes: mostly spring semester
    - Peer review committees
    - Accreditation – syllabus requirements, developing & codifying processes
    - Efficiency & reorganization
- Student Affairs: Laurel Donley
  - Same wellness update that faculty council received on November 6

- Inflationary costs for food - 70 students served regularly by pickle pantry
- Fitness center
- Student conduct: Nick Gawlik
  - Last year: zero major cases
  - This year: alcohol & drugs down; bullying, A.I.-related cases, discrimination along racial lines are up
  - Students may be more comfortable bringing interpersonal issues to authorities
  - Exercising free speech thoughtfully
- Academic Affairs: Karen Beres
  - Removal of separate DLA GPA requirement for graduation
    - Decided to make this effective immediately - not regular practice (allows 1 this fall and 7 this spring to be eligible to graduate)
    - Affects students on probation (26 of 30 at least partially due to DLA)
    - Must ensure that the DLA experience is not devalued
  - Textbook affordability plan through library: saved over \$24K in cost avoidance just this fall
  - Faculty Workload Report: completed and submitted through Deans by Dec. 1
    - Required to do this by system office; want to do this to better understand faculty workload and create more equity
- Provost Report:
  - Clarisse Davis: Clery Coordinator
    - Geography: on campus, university owned or leased off-campus, public property that borders
    - 2023 Calendar Year: Increase in rape, fondling, motor vehicle thefts, dating violence
      - Could be attributed to increase in reporting rather than incidence
      - Definitions of crimes for Clery are not quite the same as the legal perspective
      - Decrease in drug, liquor, weapons violations
      - One hate crime (destruction of property characterized by sexual orientation)
    - **Revitalize Clery Compliance Committee – will involve reps from each school**
  - IAAPA: trip with D&P faculty and students
    - Turning a sales conference into employment opportunity (the only one taking this approach, although SCAD had a booth there)
    - Potential partnerships with film and music
  - Annual Program Review (APR): asking for endorsement of policy as driven by system requirements - separate from accreditation
    - 5-year cycle, reviewing one art school each year (starts with music)
    - Must be approved by December 31

- VPEM Search: officially launched, moving forward
  - "Game changer" - supervising all aspects of enrollment, including wrap-around support
  - 15-member committee; start interviews in early January; goal to have an offer made by spring break

Advancement Committee:

- Advancement office staff has grown – we will hear from VC Lissy Garrison in January on the metrics they use to evaluate staff, and the return on investment for these hires.
  - One new position search active, one old position search active
- Fiscal year to date (39% of year), fundraising is at \$4.7M (highest ever at this point). On track for 95% of \$15M goal for full year.
  - Major gifts and planned giving are both up strongly
- Fall Appeal raised \$56,000 for specific funds (like Days of Giving), up 35% from last year
- Calendar Year End Appeal will focus on conservatory schools through deans
- UNCSA Alumni Network is complete: same update as Faculty Council received October 2
- Preparation for next fundraising campaign
  - Primary campaign consultant: Jim Langley
  - Fundraising coach and consultant: Kathy Drucquer Duff
  - Focusing on developing transformational ideas
- UNCSA Foundation Board:
  - 411 4<sup>th</sup> St. is under contract, moving forward with due diligence
  - Semans Art Fund Grants: student applications due February 24
- Strategic Communications:
  - Working closely with each school to enhance recruitment (starting with D&P, music)
    - RFP out for digital marketing firm to help us improve targeted recruitment and talent/fit identification
  - Productive collaboration with Admissions, including successful November admission deadline email campaign
  - Partnering with Student Affairs on Take 5 campaign to improve retention by fostering a balanced, resilient, and supportive environment.
  - Significant focus on performance marketing, including ticket sales receipts that were donated to Hurricane Helene relief efforts
  - Extensive effort devoted to positioning UNCSA as industry/thought leaders
    - Chancellor Cole blog ([read first edition here](#))
    - Rankings, partnerships, connections to trends
  - Brand ownership, improved internal & external communications

Governance Committee: no open session report

Finance Committee:

- Tuition & Fees: Wendy Emerson
  - Fees can only be spent on the specific purpose they represent (including on staff in that area).
  - Fees are identical for in-state and out-of-state
  - Areas with fees do not receive state funding; self-funding
  - Special fees: must go through BOG as well as BOT
    - Only raise for inflationary purposes
    - Production fee (university-wide)
  - School-specific fees
    - School of Drama: up \$68 (28.33%) - inflationary purposes
  - Mandatory fees: also BOG
    - Can only raise 3%, only to maintain core activities
    - Ed & Tech: up \$23 (2.98%)
    - Also realigned \$75 from Ed & Tech to Access Fee (restructuring of department from IT to Campus Police)
  - Application fees: cannot change
  - Miscellaneous fees:
    - HS Orientation: up \$23 (29.87%) - inflationary
    - College Orientation: up \$68 (82.93%) - inflationary
    - Housing: all options up 7% - market rate adjustments; inflationary costs for maintenance, utilities; keeping up with legislative salary & benefits increases
  - Total increases
    - HS Drama: 11.95% (lower for others)
    - College Drama: all right around 7% (lower for others)
  - We COULD fold some of these into tuition, but we haven't been allowed to raise in-state undergrad tuition, limited out-of-state undergrad tuition changes.
    - CAN raise graduate tuition, but with limitations (and can't make up undergrad funds here)
  - Extensive opportunities for student feedback
  - Question: how do we know if these fees impact enrollment? (Irby) - Patrick didn't answer, talked about overall value; she came back to her central point
    - We could raise cost of attendance as much as \$10K - \$15K for some programs and still be in the bottom quartile (which is mandated by the system)
  - Statement: remarkable that we have such a strong program and have not raised tuition, against the narrative of higher education for the last 15 years (Flow)
- All-Fund Budget: Wendy Emerson
  - System guidance:
    - Strategic resource alignment: going forward with our mission and that of the system
    - Student affordability: keeping student debt at graduation down

- Financial sustainability: recurring revenues are sufficient to support recurring expenditures
  - Budget team (Heidi Mallory) working with all departments to project budget for next year
  - Bringing the budget back to the Board in May for approval, then on to BOG
- State Budget: Wendy Emerson
  - Senate Bill 382: vetoed by Governor (contains more than budget items)
  - Contains non-recurring funding (would be ~ \$400,000 for us)
  - UNC System Agenda (for long session)
    - Ask for recurring pot of money, rather than fluctuating amounts that are difficult to predict based on enrollment and performance
    - Fully fund some building reserves
    - Faculty and staff compensation that is responsive to labor market and inflationary pressures
    - Our major asks (no feedback yet):
      - HS Program & Future Expansion
      - On-Time Degree Completion - Summer School
      - Student Health & Wellness
- Capital Projects Update: Steve Martin
  - Stevens Center Phase I - \$29.8M
    - On schedule, in budget *[add photo]*
    - Lots of ADA improvements (ie, one elevation on lobby level)
    - Fully funded for phase II - \$51M
  - Spent \$2M on minor repair & renovation in 2023-2024 (6 projects)
  - Major Repair & Renovation:
    - Campus entrance streambank renovation
    - Kenan Drive repaving and utility upgrade
    - New HVAC in D&P shops
  - Renovate & replace entire Gray building roof (moved surplus money from another project)
  - 2016: entire capital outlay \$8.4M; Today \$185M

#### Audit, Risk, & Compliance Committee

- ERM Update:
  - Health & Wellness (a top 5 risk for us) (Laurel Donley)
    - \$400K over 2 years through system office & grant funding
    - Same update as given to FC on November 6
    - One of the highest utilization rates of any UWill campuses
      - Feedback from students about UWill (online vs in-person)
        - Overall satisfaction is high, but has been a dip among HS students
        - High increase in weekend calls and crisis calls



- Confidential platform
      - Take 5ive: multiple layers, focusing on the 8 dimensions of wellness
  - Info Governance & Security (Tamar Pandi)
    - Tabletop exercise: cybersecurity incident, create a response plan
    - Upgrades to internal & external monitoring - one of the first in the system to put in place
    - Working on shared resources among smaller schools in system, with a centralized operation
  - Clery Update (Clarisse Davis)
    - Same data as Academics meeting
    - "Campus community feels comfortable with reporting on crimes."
    - Clery Compliance Committee membership as outlined on our website:
      - Toni Beery & Chief McMasters: co-chairs
      - Clarisse Davis: Secretary
      - Reps:
        - One from each of the 7 academic units
        - Student Government: only one, or one from college and one from HS?
        - One each from Student Affairs, Campus Police, IT, Facilities, Finance, Foundation
- External Audits (Wendy Emerson)
  - UNCSA Financial Statement Audit: by end of Dec
  - UNCSA Housing Corp: completed, clean audit (no findings)
  - UNCSA Program Support Corp: completed, clean audit (no findings)
  - Kenan Institute Supporting Org: completed, clean audit (no findings)
- Internal Audits (Rod Isom)
  - Planned Review - Enrollment Operations
    - Findings:
      - Ineffective enrollment management structure
    - Recommendations:
      - Clearly define and document enrollment management roles & responsibilities
      - Implement an enrollment and retention plan that is monitored
    - Management is in the process of implementing corrective actions
      - VP for Enrollment Management is the main action, there are others
  - Second audit - closed session (personnel matter)
- Upcoming
  - Quality Assessment Review: on track
  - New IA standards & implementation: on track
  - Following up on outstanding observations (corrections not yet made): on track
  - PCard/TCard regulation compliance: not started

- Not because of a UNCSA issue
    - Regulation change stemming from problems at other places
  - IA Charter: governs audit responsibilities, scope, etc.
    - New purpose statement
    - New mandate
    - Demonstration of Independence & Objectivity
- IA Strategic Plan update:
  - Based on ARCC standard 9.2
  - 3-year plan (more nimble)
  - Goals:
    - Optimal risk coverage
    - Talent management
    - Quality audit execution & engagement
    - Awareness & outreach
    - Data & technology