

September 28, 2023
University of North Carolina School of the Arts
Semans Arts & Administration Building (SAAB), Room 306
Winston-Salem, North Carolina

COMMITTEE MEMBERS:

- *Eric Flow
- *Nia Franklin
- *Rhoda Griffis
- *Jerri Irby
- *David Neill
- *Kyle Petty
- *John Wigodsky
- *Peter Juran (ex-officio)
- Tom Kenan
- *--Denotes voting members

COMMITTEE STAFF:

Amanda Balwah, Associate Vice Chancellor for Institutional Integrity & Secretary of the University
Kevin Bitterman, Executive Director, Thomas S. Kenan Institute for the Arts
David Broughton, Foundation Board Liaison
Jim DeCristo, Vice Chancellor for Economic Development & Chief of Staff
Lissy Garrison, Vice Chancellor for Advancement
David Harrison, Vice Chancellor for Institutional Integrity & General Counsel
Clare Jordan, Board of Visitors Liaison
Cindy Liberty, Executive Director, UNCSCA Foundation
Rich Whittington, Associate Vice Chancellor for Advancement
Tanya Dunlap, Executive Assistant to the VCA & AVCA
Steve Cochran, Staff Council Representative

AGENDA

OPEN SESSION

1. Call to Order and Confirm Quorum Chair
2. Approval of Minutes from the April 27, 2023 Meeting..... Chair
3. Advancement Committee Report
 - a. Advancement Report Lissy Garrison
 - b. UNCSCA Foundation Board Report Lissy Garrison
 - c. Thomas S. Kenan Institute for the Arts Report Kevin Bitterman
 - d. Strategic Communications Report..... Katherine Johnson
4. Other Business..... Chair
5. Adjourn..... Chair

OPEN SESSION MINUTES

April 27, 2023

SAAB 306

10:30 a.m.

COMMITTEE TRUSTEES PRESENT

Ralph Womble, Mark Land, Rhoda Griffis, Greer Cawood

COMMITTEE TRUSTEES ABSENT

Skip Dunn, Kyle Petty, Tom Kenan

COMMITTEE STAFF PRESENT

Amanda Balwah, Jim DeCristo, Tanya Dunlap, Lissy Garrison, David Harrison, Cindy Liberty, Latonya Wright (*Staff Council Rep*), Rich Whittington,

OTHERS PRESENT

David Broughton (*Liaison to the Foundation Board*), Alyssa Cataldi, Sarah Cominsky, Sara Emery, Jeff Geroge, Crystal Jester, Claire Machamer, Provost Patrick Sims, Anne Watkins

CONVENE MEETING

Ralph Womble convened the April 27, 2023, Advancement Committee Meeting at 10:31 a.m.

CONFIRMATION OF QUORUM

Ralph Womble confirmed the committee had reached a quorum.

APPROVAL OF MINUTES

Ralph Womble asked the committee members to review the minutes from the December 1, 2022, and the February 23, 2023 meetings. He then called for a motion to approve the minutes as presented.

MOTION: Ralph Womble moved to approve the minutes from the December 1, 2022, and the February 23, 2023, meetings; and Mark Land seconded the motion. The minutes were unanimously approved.

Ralph Womble introduced the Vice Chancellor for Advancement, Lissy Garrison.

ADVANCEMENT REPORT

Vice Chancellor for Advancement Lissy Garrison provided the Advancement Report

- With eight months completed (67% of the year), we already exceeded this year's goal, having raised \$9.2M vs a goal of \$8.5M (109% of goal). We project fundraising for FY23 to total approximately \$10.8M – or 127% of our stated goal.
- We have already exceeded our goals in principal gifts (\$1M+) and major gifts (\$25-999K). Notable gifts in these categories include a gift of \$2.2M to fund three years of scholarships for our Posse program, and eight new bequests, ranging in value from \$25-993K, with total face value of \$3.7M and discounted booked value of \$1.8M. Total planned gifts have grown from 5% of total last year, to between 16-19% so far this year, putting us much closer to the UNC System benchmark goal of 20-30%.

- April 27 and April 28 are dates designated for Days of Giving. This year we have expanded our approach beyond solely raising funds for the Annual fund – we have 30 projects, representing every arts school and other areas throughout the campus.
- Going into the Days of Giving, we had secured \$102,000 in challenge matching gifts. We also have a friendly challenge among the BOT, the Foundation Board, and the Board of Visitors. Everyone is encouraged to participate by making a donation, and also sharing information with our networks. As of yesterday afternoon, the Foundation Board was at 80% participation, Board of Trustees was at 62%, and Board of Visitors was at 36%. We have tonight at midnight to reach 100% participation!
- Rich Whittington shared many ways to participate and donate for Days of Giving:
 - By phone and website at “**Giveuncsa.edu**”
 - On the site is; **Donate Page, Matches Page, Challenges** created by members of the UNCOSA Board, and pages set up for **Projects** by school
 - FAQ page for questions and a Social Media Tool Kit; created by Strategic Communications
 - Contact Rich Whittington, Shannon Wright, or any member of the Advancement Office if you need assistance or have additional questions
- Greer Cawood stated, “Donors had a concern with needing to list their name with the donation.” Rich shared that the donor can be listed as “private” at the donor’s request by contacting someone on the advancement team.
- Vice Chancellor Garrison discussed pipeline development – this year we have seen new donors from an expansion of our planned giving program, and from our new parent philanthropy program. The Advancement team is placing a high priority on continuing to expand our pipeline of donors, especially building toward an expanded major gifts program.
- UNCOSA in NYC was held on April 13 – 17, 2023. This year the event included the spring meeting for the UNCOSA Board of Visitors. Mark Land shared his thoughts about the event and the success of the weekend. He expressed; it was a great momentum builder for UNCOSA. The event included donors, students, and UNCOSA leadership. We hope to include additional events like this on a rotating basis.
- Going into next year, Advancement will retain its current strategic framework, with goals and priorities set in eight key areas, including fundraising, alumni engagement, pipeline development, events, stewardship, people & organization, EDIB, and philanthropic priorities.
- Vice Chancellor Garrison shared a timeline for our next comprehensive campaign, which will launch publicly in FY27. The detailed timeline is included in the Advancement slide deck.

Foundation Executive Director Cindy Liberty provided the Foundation Report

UNCOSA FOUNDATION REPORT

Foundation Board

- Finance Committee meeting on April 20th to review third quarter results. They reviewed the 1st draft of the Foundation/Advancement Budget for FY2023 with a projection til 2030.
- The advancement committee taking on new projects to include: Challenge grants for Days of Giving, Sponsorships for The Nutcracker, and Giannini Retention and Recruitment
- The audit committee has selected “FORVIS” as the new audit firm.

- The Foundation Board will meet on Thursday, June 1, 2023, and the Foundation Board Social will be held at the Chancellor's residence following the meeting.
- Semans Art Fund Audited Financial Statements have been accepted. The "990" has been accepted by the board.

STRATEGIC COMMUNICATIONS REPORT

News and Features

- The UNCSA costume program was named among "Top 10" in the nation for sixth consecutive year by *The Hollywood Reporter*.
- There were 8,200 prospective student website inquiries since July, which is up 39% YoY. Of those inquiries, around 5,000 are attributed to paid marketing campaigns, up 121% YoY. As reported by Director of Admissions Paul Razza, we're also seeing an increase in applications of around 9% YoY.
- Work on the PBS Series "Breathtaking Performances" has continued. All of the 8 performances featured in the series have been filmed and now the team is completing interviews and postproduction. PBS NC has tentatively scheduled the series to run in the Fall 2023 season.

Marketing

- The "Rise to Greatness Campaign" successfully launched with executions across outdoor, social media, google search and display, and you tube pre-roll. This campaign will continue to serve UNCSA as it rolls out on campus and throughout all recruitment marketing for the upcoming season.
- During the UNCSA in NYC trip, Director of Media Relations and Communications Katherine Johnson arranged multiple meetings with arts deans and national media, including The New York Times, The Hollywood Reporter, The Violin Channel, American Theatre Magazine, IndieWire and Pointe.

Updates

- Digital Media has adjusted plans for launching the internal app/portal Pathify. The system will "now" launch this summer for all students and then be available for faculty and staff use shortly after.
- Vice Chancellor Claire Machamer has accepted a position as SVP of Marketing and Communications at Berklee. Her last day is May 17. Director of Media Relations and Communications Katherine Johnson will begin on May 18 as Interim Vice Chancellor for Strategic Communications. A national search will be launched to fill the position permanently.
- Full details of each of these reports are available in the Advancement Committee Report provided with our board meeting materials.

OTHER BUSINESS

Ralph Womble asked if there was any other business for this group. There were no further comments.

ADJOURN

Ralph Womble asked for a motion to adjourn at 11:25 a.m.

MOTION: Mark Land made motion to adjourn. Rhoda Griffis second.

Meeting was adjourned at 11:25 a.m.

ADVANCEMENT REPORT

Vice Chancellor for Advancement

We will continue to report progress to date in the context of our Advancement strategic framework, which includes the following:

- Core areas of Advancement – Fundraising; Pipeline development; Alumni Engagement
- Key work related to our core areas – Events; Stewardship
- Infrastructural areas – Organization and People; EDIB; Philanthropic Priorities

Fundraising

Year-to-date July 1, 2023 – August 31, 2023

17% of year complete

	Goal	YTD	%	# Gifts	Pipeline	Total	%
Principal Gifts							
\$1M+	\$6,400,000	\$1,880,000	29%	1	1,437,500	3,317,500	52%
Major Gifts							
\$25K - \$999K	\$3,100,000	\$0	0%	0	3,972,500	3,972,500	128%
LAG							
\$1K - \$24,999	\$1,000,000	\$102,976	10%	15	897,024	1,000,000	100%
Annual							
<\$1K	\$315,000	\$2,998	1%	43	312,002	315,000	100%
TOTAL	\$10,815,000	\$1,985,974	18%	59	6,619,026	8,605,000	80%

- With two months completed (17% of the year), we have raised nearly \$2M vs a goal of \$10.8 (18% of goal). This number reflects the front-loading of the \$1.8M funding of the Kenan Institute.
- Our pipeline in Principal and Major Gifts is significantly stronger than it was at this time last year. Based on conservative expectations of proposals currently in the pipeline, we expect to exceed our Major Gifts goal, and we are working on additional Principal Gifts opportunities.
- At this early point in the year, we expect our strategies in Annual and Leadership Annual giving to enable us to hit our goals in these areas.
- With these projections in mind, we currently project total FY23 fundraising at \$8.6M, or 80% of goal. We are actively working to boost the pipeline – particularly in Principal Gifts – by working with academic partners to develop big philanthropic ideas, and by identifying a broader range of prospective donors.

Parent & Family Giving

- 347 new students and their families were welcomed to campus in mid-August. High School and Undergraduate families enjoyed orientation breakfasts and opportunities to meet our Chancellor, Provost, and other campus leadership. Gift officers worked to qualify highly rated parents in July and August and efforts will continue into September. Close to 35% of our families fell into a highly rated tier with potential for major or leadership level gifts - double the number of families that fell into these same categories vs. last year.

- Parent Leadership Circle (PLC), a \$10K minimum annual gift, met its goal of 3-5 members in FY23 with a total of 4 PLC families. FY24 is off to a good start with 2 new families committed as of 8/30/23 for a total of 6, toward an FY24 goal of 7 families. PLC gifts support the Chancellor's Innovation Fund allowing the Chancellor to fund key initiatives from the strategic plan. An exciting announcement on the impact of PLC funding will be released in the coming weeks.
- In September, all current parents will receive a targeted appeal including our new Parent & Family Giving brochure highlighting our Leadership Annual Giving Societies (Parent Leadership Circle, Dean's Circles, and Giannini Society).
- Parents and families will join us for Homecoming: Alumni & Family Weekend, September 28 – October 1. During the weekend, Parent Leadership Circle members will enjoy a breakfast with the Chancellor and all parents and current students will have an afternoon social with campus leadership, faculty, and staff.

Giannini Society

- Giannini Society remains steady at 148 households as members continue to transition to the new \$2400 minimum annual (\$200/month) rate. Transitions will continue through the end of December 2023 and up through June of 2026 for a few remaining Giannini Society campaign pledges.
- This fall will introduce an 'alumni only' rate for Giannini Society with a minimum annual gift of \$1200 (\$100/month). An alumni 'newsletter' with Giannini appeal will drop in mid-October between Homecoming and UNCSEA in LA.

Dean's Circles

- Advancement continues quarterly meetings with each of our Deans (Arts Schools, DLA, High School, Student Affairs, Academic Affairs, and the Library). Conversations are ongoing with each department to further cultivate new Dean's Circle prospects as well as to further engage current members. One Advancement produced event has been planned for each Dean's Circle this year.

Annual Giving

- Days of Giving 2023 was a great success! We raised \$257,061, over \$100,000 more than last year. We received \$113,500 in challenge gifts including a \$30,000 university wide participation challenge from the Thomas S. Kenan Institute for the Arts.
- With the addition of 30 projects from schools and units across campus, we saw increased participation and engagement from faculty, staff, alumni, and parents as well as from our partners across campus. Many of our campus partners were creating content for social media and helping us promote the event. We look forward to continuing to build on these partnerships, creating more opportunities for campus-wide participation in the next Days of Giving.
- Thank you to all who supported these efforts! We look forward to our next Days of Giving, April 10-11, 2024.

Board of Visitors

- Matt Harris (Stage Management '94) is the new Chair of The Board of Visitors. Matt is the Director of Government Relations at the San Diego County Regional Airport Authority and has served as the President of the Board for the Semans Art Fund since 2004. Before moving to the west coast, Matt spent a decade in Washington, D.C., serving several years in senior

positions in the office of the U.S. Secretary of Transportation. Earlier in his career, Matt worked for members of the U.S. House of Representatives.

- The Board of Visitors will be meeting in Los Angeles during UNCSCA Leadership Weekend November 2 - 6, 2023. With the primary role of advocacy and support, new member prospects will be focused on increasing visibility for UNCSCA, identifying and cultivating support, building awareness of the arts, and further engaging our alumni network.
- With Chancellor approval, the Board of Visitors will be reaching out to 21 potential new BOV members this fall. In keeping with the expanded geographic focus of the BOV, the potential class includes (4) from Winston-Salem, (4) from greater North Carolina, and (10) national/international candidates. The class also includes 10 UNCSCA alums.

Pipeline Development

- An important priority this year continues to be finding and developing new sources of prospective donors. We are continuing to invest in two programs that successfully launched last year:
 - Our Parent Philanthropy program is emerging as a top priority in pipeline building. As mentioned above, this year we identified twice as many “tiered,” or highly qualified parents as last year, and we are on track to double the size of the Parent Leadership Circle. To enable the growth of this program, we are adding a part-time associate position, which will focus on the programmatic elements of the Parent Program.
 - The entire fundraising team participated in a Parent Qualification Sprint this fall, resulting in outreach to all tiered parents, and yielding xx newly qualified parent prospects.
 - We are investing in the growth of our Gift Planning program, including launching an annual marketing plan, and taking steps toward expanding our inventory of gift planning options available to donors.
- To better identify prospective donors within our existing database, and to prioritize the work of our fundraisers, we contracted with the local consulting firm CapDev to complete a comprehensive data mining project. From this project we have identified top-tier prospects and are prioritizing our focus on those individuals.
- To identify additional prospects, research their capacity and affinity for UNCSCA, and ensure optimal prospect assignments to fundraisers, we have developed an in-house Prospect Management team, which is incorporating industry best practices in Prospect Management here at UNCSCA for the very first time.

Alumni Engagement

UNCSCA Homecoming 2023: September 28 – Sunday, October 1

- UNCSCA Homecoming 2023 is an inclusive opportunity for all alumni, current students, and the families of current students to return to campus and take part in a broad range of activities. Alumni and families will have opportunities for all-campus events as well as segmented opportunities more specific to their interests and cohorts. Noteworthy events include a keynote ceremony celebrating our Golden Pickles and the 30th Anniversary of the School of Film, workshops and open houses in each conservatory, a daytime parade and block party on the Hill, and the Alumni Beaux Arts Ball downtown at the Millenium Center.
- Full agenda here: <https://www.uncsa.edu/alumni/alumni-events/homecoming/index.aspx>

Regional Events

- Aligned with Advancement's Strategic Planning, Alumni Engagement is increasingly incorporating regional meetup and celebratory opportunities around the country for our alumni. These are

strategic events to engage alumni and provide casual networking opportunities across generations and conservatories. So far, these events have been incredibly successful in terms of meaningful engagement and meeting alumni where they are! A few recent and upcoming regional events include:

- **Pickles & Pints: Durham** Wednesday, February 8, 2023 (17 attended)
- **Pickles & Pints: Chicago** Monday, March 27, 2023 (12 attended)
- **Pickles & Pints: LA** Tuesday, June 27, 2023 (12 attended)
- **Spring Leadership Week NYC: Alumni Celebration** Sunday, April 16 (275 Alumni attended)
- **Pickles & Pints: Orlando** Tuesday, September 19 (upcoming)
- **Fall Leadership Week LA: Alumni Celebration** Sunday, November 5, 7-11pm (upcoming)

SNAAP Data

- The SNAAP survey is a national instrument that “gathers, analyzes and reports on survey data from graduates of arts and design schools and colleges to understand the professional success, educational satisfaction, and personal fulfillment of arts alumni.”
- We participated in the 2022 SNAAP survey and received in-depth qualitative data on student and alumni experiences with UNCASA, and those experiences affected them professionally and personally over time.
- We are in the process of building a plan to meaningfully analyze and utilize this data for the future of our office of Alumni Engagement and UNCASA as a whole.

Events

Staffing Update:

- Claire Ketner, Special Event Coordinator beginning August 14, 2023

Recent Events

- **High School Parents Breakfast:** August 11
 - **Purpose:** Welcome new parents to campus, intro to campus leadership, and provide information on parent philanthropy program
 - **Target attendance:** 50% of invite list
 - **113** guests: **98** parents & families of 231 invited (**42%**), **15** faculty/staff
 - **Feedback:** “Our family moved here from an incredibly divisive and hateful town. Seeing the dedication to diversity, equity, and inclusion was such a relief and a breath of fresh air. The Provost, the police chief, and the other staff were welcoming, kind, and made me feel comfortable. It was the first time, as a parent, I felt comfortable at a school event. Thank you for that.”
- **Undergrad Parents Reception:** August 15
 - **Purpose:** Welcome new parents to campus, intro to campus leadership, and provide information on parent philanthropy program
 - **Target attendance:** 50% of invite list
 - **191** guests: **174** parents & families of 421 invited (**41%**), **17** faculty/staff

- **Feedback:** “While it was great to hear from the speakers and the topics were interesting, my husband and I weren't anticipating such a long-seated listening session and were expecting more of a drop-in event. The timing was difficult because we were getting hungry for dinner after a really long day with an early start.” “It was wonderful to meet the administrators and other Pickle Parents! And the food was amazing!”

Upcoming Events

- **UNCSA Homecoming 2023** – Thursday, September 28 – Sunday, October 1
 - Multi-day event series on UNCSA campus for alumni, parents, families, faculty/staff
 - Thursday exclusive dinner for 50-year reunion alumni
 - Friday campus open houses
 - Friday Opening ceremony honoring 50-year reunion alumni
 - Saturday parent and family happy hour
 - Saturday block party on the Hill and Homecoming parade
 - Saturday night alumni Beaux Arts event at Millenium Center
- **UNCSA in Los Angeles** – Thursday, November 2 – Monday, November 6
 - Multi-day event series in LA for Event boards, local donors, regional donors, alumni, and prospects.
 - \$500 ticket per person includes:
 - Friday night Filmmaking screening
 - Saturday morning Board of Visitors meeting
 - Saturday 1:00 p.m. alumni panel discussion
 - Saturday dinner
 - Saturday 8:00 p.m. LA Philharmonic concert
 - Sunday 7 p.m. UNCSA in Los Angeles alumni party
 - Available to all donors Giannini & up
- **Other Upcoming Events:**
 - Associates Kick Off, Thursday, September 14
 - Music Dean's Circle Reception, Saturday, September 16
 - Giannini Society Spotlight Reception, Thursday, October 12
 - Drama Dean's Circle Reception, Thursday, November 16

Organization and People

New Hires

- Sarah Kelly joined the Advancement team in a permanent capacity as the Alumni Engagement Coordinator on July 1, 2023. Sarah was serving in a temporary capacity, as well as serving as the Interim Director of Alumni Relations. She will continue to serve in the interim role until the Director search is complete.
- Claire Ketner joined the Advancement team as the Events Coordinator, on Monday, August 14, 2023. Claire joins us from the Academy of Dance Arts INC.

Open Searches

- Director of Alumni Engagement – We will be working with CapDev to conduct the search with hopes of having someone in place January 2024.

EDIB

- The Advancement division's strategic plan includes EDIB as a key strategic initiative, with goals for FY23 including the purposeful creation of an inclusive environment, engaging external partners and experts to develop best practices, and infusing EDIB in all processes.
- UNCSA is exploring participation in the Council for Advancement and Support of Education (CASE) new initiative to quantify progress in Advancement EDIB along a number of metrics.

Philanthropic Priorities

- We are working on establishing campus-wide philanthropic priorities with the chancellor, deans, and other campus leadership. To this end:
 - The Chancellor and Vice Chancellor for Advancement attended the Fundraising for University Presidents Institute, which included a primary focus on the development of big ideas and was facilitated by the industry guru Jim Langley.
 - To share and reinforce the principles outlined by Jim Langley, Advancement provided two of Langley's books ("The Future of Fundraising" and "Fundraising for Deans") for all deans and campus leaders. We will use these materials to study and reflect on key concepts and best practices throughout the year.
 - This year we will bring a top colleague of Jim Langley's to campus to work in-person with the deans, reinforcing best practice concepts including the development of philanthropic priorities.
 - We are in conversations with the Kenan Institute regarding facilitating a retreat to launch the effort to develop significant "big idea" philanthropic ideas this year.
- Scholarships continue to be a top philanthropic priority for UNCSA. We are working together with Strategic Communications, Student Recruitment, Financial Aid, and the UNCSA Foundation to develop a cohesive best-practice strategy for scholarship structure, communications, and stewardship.
- The renovation and naming of the Stevens Center has provided several opportunities for principal gift conversations and will continue to be one of our important philanthropic priorities.

UNCSA FOUNDATION BOARD REPORT

Finance Committee

- Meeting held on September 5, 2023, to review year-end results.
- Will review the Audited Financial Statements
- Review re-written Foundation policies.
- Review the first year of endowment reinvestments.

Advancement Committee

- Upcoming projects
 - Sponsorships for Nutcracker
 - Giannini Retention and Recruitment

Audit Committee Report

- After going through an RFP in FY 2023, a new audit firm was selected.
- Forvis (formerly Dixon Hughes) was engaged to handle the UNCSA Foundation & Semans Art Fund audits and 990s.
- Met with the auditors on Monday, August 28th.
- Reviewed the financial statements with the auditors.
- Received an unqualified opinion for the 15th audit in a row.
- Discussed internal controls and reviewed the required presentation packet.
- 2 tax professionals and 2 audit professionals from Forvis attended the meeting to answer any questions or concerns the committee might have with the transition to this new firm.

Foundation Board

- Meeting held on September 19, 2023.
- This is the transition meeting for the Foundation Board.
- The following board members will be retiring from the board on September 19th:
 - Bettye Barrett
 - Art Bloom
 - Chrystal Parnell
 - Jim Ruffin
 - Andy Schneider
 - Rob Simon
- The following board members will be joining the board on September 19th:
 - Sandlin Douglas
 - Laura Beach Dugan
 - Dara Folan
 - Doug Henderson
 - Caroline Munroe
 - Michael Rogers
 - Ralph Womble
- Review updated policies for FY 2024 in preparation of the campaign.

Special Projects Committee

- On July 13, 2023, the UNCSA Foundation Management LLC purchased 1411 S. Main Street.
- This is one of four strategic properties North of the UNCSA Entrance that have been cited for future acquisition.
- Brownfields Property Application has been accepted by the NC Department of Environmental Quality for this location with the intention of adding additional properties to the application.

Semans Art Fund Board

- Semans Art Fund Audited Financial Statements will be ready by the end of September.
- The 2024 timeline for the Semans Art Fund Grants is as follows:
 - Monday, February 26, 2024 – Student Grant Applications deadline
 - Monday, March 18, 2024 – Dean's rankings deadline
 - Monday, April 8, 2024 – Semans Art Fund Board Meeting

- Monday, April 15, 2024 – Awards Announced

Foundation Staff

- The Account Payable position is currently filled by a temporary employee.
- Preparing for the upcoming campaign
 - Maintain 100% board member giving.
 - On-boarded an Executive Assistant for the Foundation.
 - Implemented On-site deposits.
 - Engaged out-side legal counsel to draft new Gift Agreements
 - Instituted a clause library for gift agreements.
 - Updated the Foundation policy book and reviewed it with the President and Treasurer.
 - Implementation of New Technology
 - Joined AASP (Association of Advancement Professional)
 - Professional Development for Staff
 - CASE Conferences
 - AASP Conferences
 - KDD Philanthropy Courses
 - CNAP Professional Certification

THOMAS S. KENAN INSTITUTE FOR THE ARTS **STRATEGIC PLAN UPDATE**

In June 2023, the Thomas S. Kenan Institute for the Arts Supporting Organization received a \$1,880,000 grant from The William R. Kenan, Jr. Fund for the Arts. This grant will support the operating budget of the Thomas S. Kenan Institute for the Arts to pursue its strategic initiatives, programs, and partnerships for the fiscal year 2023-2024.

As previously reported at the April 2023 meeting, the TSKIA has been working with a consultant and focus groups on a strategic planning process since January 2023. Through this process, TSKIA has the opportunity to reconsider the most important roles it can play in contributing to the transformation of the cultural sector. Over the next three years, TSKIA will focus its efforts on four core strategies. Each strategy responds to TSKIA's current and future capabilities; the needs of the school, region, and sector; and TSKIA's vision for the future.

STRATEGY ONE

- Focus TSKIA's future work at UNCSA on creating transformational experiences for faculty, students, and alumni.
 - Long-Term Vision: The Kenan Institute is widely recognized for its role and impact in building a creative campus and is celebrated as an incubator of new ideas and interdisciplinary opportunities for faculty, students, and alumni.

STRATEGY TWO

- Cultivate deeper creative connections among TSKIA, UNCSA, and regional communities.
 - Long-Term Vision: With the Institute's support, UNCSA becomes a widely recognized, living model for innovative campus-community connections.

STRATEGY THREE

- Center TSKIA's programs on illuminating ways that artmaking undergoes continuous change and contributes to social transformation.

- Long-Term Vision: TSKIA is a sought-after national partner for creative research, artist support, cross-sector collaborations, and forums in partnership with UNCSA that unite the people and organizations working toward a resilient and transformational cultural ecosystem.

STRATEGY FOUR

- Invest in TSKIA's capacity to develop, deliver, communicate, evaluate, and refine programs.
 - Long-Term Vision: In partnership with UNCSA, TSKIA's internal operations are high functioning and offer program management models and staff development initiatives that advance best practices in the cultural sector in their efficacy, thoughtfulness, and results.

During its Strategic Planning process, TSKIA has continued to support students, alumni, and faculty through grants by fostering their leadership and creative development. TSKIA is also involved in a community-based initiative titled "Arts for Everybody" as a Winston-Salem/Forsyth County site team member in partnership with [One Nation/One Project](#). This initiative, recently featured in the [New York Times](#), aims to use the arts to heal our communities. More on TSKIA's recent and emerging activities will be shared at the September Board Meeting as we begin to outline the implementation plan to advance these four strategies over the next three years.

STRATEGIC COMMUNICATIONS REPORT

The Strategic Communications department stayed busy through the late spring and summer, from facilitating UNCSA's rising national rankings in industry trade media, to the announcement and launch of the 2023-24 performance season, a July box office opening press conference for "The Nutcracker" at the Tanger Center attended by city officials and media – kicking off a strong start to ticket sales – publishing the 2023 "Scene" magazine, completing new printed recruitment materials for the "Rise To Greatness" campaign, launching a new app for students with "UNCSA Campus," and securing top-tier media coverage highlighting deans and faculty – including expert commentary on the current industry strikes – as the new year begins.

RANKINGS

- June: [The Hollywood Reporter](#) ranked the **School of Drama No. 3** — up from No. 4 last year in its annual list of top drama schools in the world.
- August: [The Hollywood Reporter](#) ranked the **School of Filmmaking No. 9** – up from No. 10 last year and it was the No. 1 public university in the list.
- July: [MovieMaker](#) included the School of Filmmaking included in its annual list of the **Top 25 Film Schools** in the U.S. and Canada
- April: [Backstage](#), **8 Top Film Programs** for Aspiring Cinematographers
- September: [Backstage](#) ranked **School of Dance No. 7** of "10 College Dance Programs You Should Know"

FEATURES, PRESS RELEASES AND VIDEO

Since the last board meeting in April 2023, Strategic Communications has published 42 features, press releases and videos — supporting [50,010 pageviews](#) and [32,460 user visits](#) in the news and features section of uncsa.edu.

Feature Highlights:

1. [Don't miss these 23 UNCSA alumni connections to 2023 Tony Award-winning productions](#)
2. [UNCSA Filmmaking alumni and staff take center stage as "Oppenheimer" 70mm projectionists](#)
3. [Unique project pairs cutting-edge technology and creative sound design](#) (Soundscapes)

4. [UNCSA Drama grad discusses importance of elevating AAPI representation in the entertainment industry](#)

Press Release Highlights:

- [Winston-Salem State University, UNCSA and the North Carolina Collaboratory partner to launch virtual reality training for nursing students](#) (Coverage: WXII, Triad Business Journal, WUNC and WFDD)
- [School of Filmmaking alumnus Danny McBride named honorary pace driver for Sunday's Coca-Cola 600](#) (Coverage: WFMY, WXII, Spectrum News statewide)
- [Drama alum Stephen McKinley Henderson nominated for Tony award, over a dozen UNCSA alumni connected to nominated productions](#)
- [UNCSA announces 2023-24 performance season](#)
- [Choreographer, director, alumna Camille A. Brown tells graduates they are warriors who must be brave](#)
- [UNCSA announces recipients of prestigious Kenan Scholarships](#)
- [Tommy McMasters named new police chief at UNCSA](#) (Coverage: The Daily Advance, Spectrum News)
- [The Hollywood Reporter ranks UNCSA School of Drama No. 3 in the world](#)
- [UNCSA Student film "Sonata" selected for CAA's Moebius Film Festival](#)
- [UNCSA Chancellor Brian Cole honored by The Posse Foundation](#)
- [UNCSA Provost Patrick J. Sims honored by Black Business Ink](#)
- [UNCSA alumni nominated for Emmy Awards](#) (Coverage: WFDD, Spectrum)
- [Tickets go on sale on July 21 for 2023 production of UNCSA's "The Nutcracker"](#) (Coverage: WFMY, WXII, Spectrum News, Fox 8, Yes! Weekly, WS Journal, Greensboro News & Record, CVNC)
- [UNCSA School of Filmmaking ranked as top film school by leading industry publications](#)
- [Board of Trustees at UNCSA elects new officers](#)
- [New UNCSA School of Music faculty to give dynamic fall recital debuts](#)

MEDIA COVERAGE HIGHLIGHTS

- Winston-Salem Monthly: Profile of Chancellor Cole and article about Stevens Center renovation (Sept. issue "Arts & Innovation" – articles pending)
- [Deadline](#): UNCSA student film "Sonata" selected for CAA's Moebius Film Festival
- [Pointe](#) magazine: Translating Your Ballet Experience Into a Meaningful College Admissions Essay (interview with UNCSA H.S. academic faculty)
- [Yes! Weekly](#) interview with Dean LaVine on the School of Filmmaking's 30th anniversary
- [WXII](#) interview with Dean Rose on the 2023-24 performance season highlights for fall
- [WFMY](#) feature on UNCSA alumni "Oppenheimer" projectionists
- [WFDD](#) feature on UNCSA partnership with WSSU for VR Nursing
- [Spectrum News](#) interview with Drama student on increasing AAPI representation in performing arts for AAPI Month
- [Winston-Salem Journal](#) on 2023 Commencement (front page)
- [WFDD](#) interview with Emmy nominated alum Will Files
- [WXII](#) on Tony Award connections to UNCSA

MARKETING

- The 2023-24 Performance Season was announced earlier this year, in May 2023, to coincide with professional performing arts institutions

- In July, UNCSA hosted a box office opening press conference at Tanger Center attended by local media, donors, the Mayor of Greensboro and Mayor Pro Tempore of Winston-Salem, UNCSA leadership and title sponsor Mercedes-Benz of Greensboro and Winston-Salem.
 - Out-of-the-gate ticket sales from pre-sale through the box office opening weekend exceeded expectations at nearly 3K tix sold, a strong start for sales before marketing/PR campaigns begin in earnest, and gross ticket sales to date are at more than \$220K.
- The 2023-24 UNCSA Performance Season printed brochure was designed, printed and distributed to over 15,000 households in the Triad area and beyond, showcasing dozens of student, faculty and guest artist concerts and performances.
- The “Rise to Greatness” brand pillars, messaging and visual aesthetic are being fully integrated into all recruitment digital and traditional marketing campaigns for each conservatory beginning in July 2023.
- Recruitment Marketing Leads:
 - April 1-May 31, paid marketing generated 766 leads across all schools, **+168.7% YOY**.
 - For the beginning of FY24, July paid marketing generated 266 leads across all schools, a modest **+1.1% YOY**, in line with the strategic spending plan for the beginning of the recruitment marketing season.

DIGITAL MEDIA

Website Visitors: From April 28-Aug. 28, uncsa.edu had 292,421 monthly users, **+14.4% YOY** (year-over-year) increase.

Site Acquisition by Channel:

- 2.4k users (**+100.8% YOY**) from **paid search**.
- 112.9k users (**+56.5% YOY**) from **direct**.

UNCSA Campus (Pathify)

Strategic Communications, in tandem with Student Affairs, IT and with student input, completed development and launched the new UNCSA Campus app for current students. UNCSA Campus is a user-friendly mobile hub geared toward streamlining communication and access to the most relevant resources and information across campus. We are now moving into the build phase for the faculty and staff portal, which will launch at the end of November; the alumni launch is set for May. Since the launch there have been more than 750 unique sessions in the app.

INTERNAL COMMUNICATIONS

Messages from Chancellor Cole:

4/13/23: [Wendy Emerson named Vice Chancellor for Finance and Administration](#)
4/19/23: [You're invited to our Celebration of Excellence](#)
4/20/23: [Anna Camp to speak at High School Commencement](#)
5/4/23: [High School commencement speaker update](#)
5/11/23: [Announcing our 2023-24 performance season](#)
5/19/23: [Collaborative Scheduling Initiative progress](#) (faculty and deans)
5/22/23: [New Safety Advisory messages](#) (from Interim Chief Davis)
6/22/23: [Annual trainings: Sexual misconduct and harassment](#)
7/19/23: [“The Nutcracker” at the Tanger Center](#)
8/17/23: [University launches “UNCSA Campus” app](#)
8/22/23: [Welcome to the new school year](#) (students); [A message to faculty and staff](#)
8/29/23: [Supporting Chapel Hill](#)

LOOKING FORWARD

- Priorities for the coming quarter include:
 - Continued implementation of Rise to Greatness recruitment marketing campaign
 - Digital rollout of Scene magazine
 - Launching new UNCASA podcast, "The Story Behind the Sound"
 - Supporting the launch and rollout of UNCASA Media
 - The Nutcracker marketing and PR campaign
 - UNCASA Campus app rollout to faculty and staff
 - Build and implement a new outreach campaign to guidance counselors for recruitment/admissions support in coordination with Admissions
 - Stevens Center renovation communications, final concert and closing - Nov. 15
 - Fall performance season marketing/PR
 - EDIB and Health & Wellness + safety communications/messaging to campus
 - Maintain/elevate national rankings (TheWrap, THR/film music composition)