

November 30, 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, Advancement Committee Chair
- *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 Kyle Petty
2. Approval of Minutes from September 28, 2023, meeting Kyle Petty
3. Advancement Committee Report
 - a. Advancement Report Lissy Garrison
 - b. UNCSCA Foundation Board Report Cindy Liberty
 - c. Thomas S. Kenan Institute for the Arts Report Kevin Bitterman
 - d. Strategic Communications Report..... Katherine Johnson
4. Other Business..... Kyle Petty
5. Adjourn..... Kyle Petty

OPEN SESSION MINUTES

September 28, 2023

SAAB 306

11:00 a.m.

COMMITTEE TRUSTEES PRESENT

Nia Franklin, Rhoda Griffis, Jerri Irby, Peter Juran, David Neill, Kyle Petty, John Wigodsky

COMMITTEE TRUSTEES ABSENT

Eric Flow, Tom Kenan

ADDITIONAL TRUSTEES PRESENT

Jonah Bokaer

COMMITTEE STAFF PRESENT

Amanda Balwah, Kevin Bitterman, Jim DeCristo, Kait Dorsky (*Faculty Council Rep*), Lissy Garrison, David Harrison, Katherine Johnson, Cindy Liberty, Rich Whittington, Tanya Dunlap, Steve Cochrane (*Staff Council Rep*)

OTHERS PRESENT

Marla Carpenter, Alyssa Cataldi, Sarah Cominsky, Sara Emery, Patrice Goldman, Angela Mohoney, Provost Patrick Sims, Angela Tuttle, Rachel Williams, Shannon Wright

CONVENE MEETING

Committee Chair Kyle Petty, convened the September 28, 2023, Advancement Committee Meeting at 11:00 a.m.

CONFIRMATION OF QUORUM

Kyle Petty confirmed the committee had reached a quorum.

APPROVAL OF MINUTES

Kyle Petty asked the committee members to review the minutes from the April 27, 2023 meeting. He then called for a motion to approve the minutes as presented.

MOTION: Peter Juran moved to approve the minutes from the April 27, 2023, meeting and Rhoda Griffis seconded the motion. The minutes were unanimously approved.

Kyle Petty introduced Vice Chancellor for Advancement, Lissy Garrison.

ADVANCEMENT REPORT

Vice Chancellor for Advancement Lissy Garrison provided the Advancement Report.

- Vice Chancellor Garrison reviewed the Advancement Division's strategic framework. She also reviewed the timeline for UNCISA's next comprehensive campaign, which is planned to launch in the fall of 2026; five years after the conclusion of the previous campaign, "Powering Creativity".

- We are currently in the third year of the silent phase of the next campaign. During this year, the priority is to finalize building and implementing best practice infrastructure needed to launch an ambitious campaign.
- Next year will be focused on campaign planning, and the following year will focus on quiet solicitation of lead gifts ahead of the public launch.
- The team has started discussions about the next campaign's goal. New details and updates will be shared at the next meeting.
- Fundraising
 - Great news from last year – we raised \$10.7M vs goal of \$8.5M – 126% of goal!
 - Year-to-date fundraising has been strong, with over \$2M raised as of the end of August, and a strong pipeline for the rest of the year, which means we see a good path to hitting the goal of \$10.8M.
 - Vice Chancellor Garrison shared the importance of developing a larger pipeline of prospective donors for UNCASA; that includes an outline with a few new strategies her team is currently implementing.
- Alumni Engagement
 - Another area of investment and growth for Advancement is alumni engagement, including increasing the ways we engage our alumni through communication, experiences, volunteering, and philanthropy.
 - Vice Chancellor Garrison highlighted a key event this year. The UNCASA Homecoming – Alumni and Family Weekend! September 28 – October 1, 2023. This year, over 600 alumni and parents will be on campus for activities, celebrations, and a parade is scheduled for Saturday afternoon. Last year, which was our first official homecoming, about 80 alumni joined us on campus.

Executive Director for the Thomas S. Kenan Institute for the Arts Kevin Bitterman provided the TSKIA report.

THOMAS S. KENAN INSTITUTE FOR THE ARTS (TSKIA) REPORT

- Kevin reported, 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 to support the Kenan Institute's (TSKIA) strategic initiatives, programs, and partnerships for the fiscal year 2023-2024.

In addition, the Kenan Institute is in the process of finalizing a new strategic plan. Four strategies highlight the plan's commitment to focus over the next three years. Each grew from specific ideas, observations, and opportunities, and each will require investments in TSKIA's capacities for program design, implementation, and evaluation. The strategies are designed to:

- Focus the institute's future work at UNCASA on creating transformational experiences for faculty, students, and alumni.
- Creating deeper creative connections among the Kenan Institute, UNCASA, and regional communities.
- Centering the institute's programs on illuminating ways that artmaking undergoes continuous change and contributes to social transformation.

- Investing in the institute’s capacity to develop, deliver, communicate, evaluate, and refine programs.
- During its strategic planning process, TSKIA has continued to support students, alumni, and faculty through grants by fostering their leadership and creative development. They are 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.

Interim Vice Chancellor for Strategic Communications Katherine Johnson provided the Strategic Communications Report.

STRATEGIC COMMUNICATIONS REPORT

- Katherine reported The Strategic Communications department stayed busy through the late spring and summer and the work continues for the 2023-24 academic year.
 - The department worked hard facilitating UNCSCA’s rising national rankings in industry trade media, including the School of Drama’s first ever No. 3 ranking in The Hollywood Reporter (below only Juilliard and Yale)
 - Preparing for the announcement and launch of the 2023-24 performance season, and continued marketing and PR for the season now underway, with sales up 22% year over year, to date and several sold-out events.
 - Planning the big July Box Office opening press conference for “The Nutcracker” at the Tanger Center. This event was attended by city officials and media – kicking off a strong start to ticket sales with 29% of tickets sold across the run to-date.
 - Publishing the 2023 “Scene” alumni magazine with Dance alumna and 2023 Commencement Speaker, Camille A. Brown on the cover.
 - Securing top-tier media coverage highlighting deans and faculty – including expert commentary on the current industry strikes – as the new year begins.

The department of Strategic Communications will continue the work of the implementation of the “Rise To Greatness” recruitment marketing campaign; launching a new mobile app for students called “UNCSCA Campus,” with successful usage rates, so far with more than 730 unique sessions and nearly 7,700 sessions overall; and their efforts supporting their strategic plan initiatives such as the launch of UNCSCA Media this week.

OTHER BUSINESS

Committee Chair Kyle Petty asked if there was any other business for this group. There were no further comments.

ADJOURN

Kyle Petty asked for a motion to adjourn at 12:13 p.m.

MOTION: Peter Juran seconded. The meeting was adjourned at 12:13 p.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 – October 31, 2023
33% of year complete

	Goal	YTD	%	# Gifts	Pipeline	Projected Total	%
Principal Gifts							
\$1M+	\$6,400,000	\$1,880,000	29%	1	\$2,250,000	\$4,130,000	65%
Major Gifts							
\$25K - \$999K	\$3,100,000	\$1,456,092	47%	11	\$3,477,000	\$4,933,092	159%
LAG							
\$1K - \$24,999	\$1,000,000	\$256,154	26%	58	\$493,846	\$750,000	75%
Annual							
<\$1K	\$315,000	\$26,500	8%	311	\$209,750	\$236,250	75%
TOTAL	\$10,815,000	\$3,618,745	33%	381	\$6,430,597	\$10,049,342	93%

- With four months completed (33% of the year), we are exactly on pace to reach our goal of \$10.8M, with over \$3.6M raised to date (33% 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.
- Annual and Leadership Annual giving are trending slower than expected at this point in the year; therefore, we are conservatively estimating hitting 75% of goals in these areas. We have contracted with the Annual Giving Network to provide an assessment and consultation to strengthen our annual giving plan to help identify opportunities for additional growth in these areas.
- With these projections in mind, we currently project total FY23 fundraising at just over \$10M, or 93% 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.

Leadership Annual & Family Giving

Parent & Family Giving

- 381 Pickle Parents and family members of current students registered to attend our first ever UNCOSA Homecoming: Alumni & Family Weekend held September 28 – Oct. 1. A Pickle Parent/Student Social Hour held in Eisenberg after the Homecoming Parade gave families time to connect and meet Chancellor Cole. Pickle Parent T-shirts, buttons, and stickers were highly visible across campus throughout the weekend!
- Parent Leadership Circle (PLC) families and prospective families had breakfast with Chancellor Cole, Vice Provost of Student Affairs Laurel Donley, Vice Chancellor for Advancement Lissy Garrison, and Director of Development, Shannon Wright on September 30 during Homecoming Weekend. Laurel Donley thanked the PLC for their generous support funding the launch of “Uwill”; our new mental telehealth platform for students and shared the encouraging reports of student usage and feedback to date. Chancellor Cole shared an update on UNCOSA Forward and the launch of UNCOSA Media.
- 1200 current parent households (all high school, college, & graduate) received a parent appeal the week of October 2, immediately following Homecoming/Family Weekend which included our Parent & Family Giving brochure, letter, and targeted reply card. A follow up email with giving links for each giving circle (Parent Leadership Circle, Dean’s Circles, & Giannini Society) as well as a link for our general giving page was distributed to 2000 current parent email addresses on October 27. Follow up and qualification of our new 116-tiered families continues.
- New Parent & Family Giving pages launched on the UNCOSA website this week with links to Parent Leadership Circle, Dean’s Circles, Giannini Society, Gifts of Any Kind, and the Associates Volunteer Portal. Links to Homecoming/Family Weekend are included with next year’s ‘Save the Date: Sept. 26-29, 2024.
- **Parent Leadership Circle**
 - **6 Families Currently Members (2 of those families are new this year):**
 - 2 new HS Families (Dance, Drama)
 - 2 UG Families (D&P), one is a PLC renewal
 - 2 alumni Families (HS Drama, UG Drama)
 - **Total PLC Dollars to Date in last year = \$75,000**
 - \$65,000 to Chancellor’s Innovation Fund
 - \$5,000 to Drama Discretionary*
 - \$5,000 to D&P Discretionary*
 - **Two families asked specifically to have their \$10K contribution split between Chancellor’s Innovation & Dean’s Discretionary (we allow that when requested).*
 - **PLC Impact: Uwill**
 - Collaboration with Student Affairs to address key pillar of the strategic plan, Mental Health & Wellness, and a consistently voiced concern from parents.
 - PLC provided funding to pilot launch of telehealth platform giving all students free access to licensed counselors 24/7/365. Service expands our resources to include greater diversity in counselors, languages, areas of focus, and scheduling options.
 - Uwill launched to all students on 9/19.
 - Within the first few hours of launch, 3 students had completed sessions with a counselor and an additional 183 students had registered for services.

- Within the first 12 hours of launch, 8 students had completed sessions with a counselor – more sessions than one in-person counselor can complete in a day – and almost 200 students had registered.
- To date, we have 250 individual users that have completed 60 video counseling appointments, and 5 crisis calls. Current rate of 2-3 appointments/day and a projection to hit 100 completed appointments by semester end.
- **YTD Parent Giving Summary**
 - **FY24 Parents (including any constituent coded as a Parent or Grandparent of a current student and/or alumni)**
 - 163 total donors YTD (vs. FY23 total year of 561 total donors)
 - \$140,000 dollars raised YTD (vs. FY23 total year of \$350,000 dollars raised)
 - \$1,134 average HH gift YTD (vs. FY23 total year \$529 average HH gift)
 - 21 different funds supported (Top funds: Parent Leadership Circle/Chancellor's Innovation Fund)
 - Giving Society Memberships (individuals, not HH)
 - 5 Chancellor's Circle (+1 vs. FY23)
 - 12 Encore Circle (+3 vs. FY23)
 - 16 Dean's Circle (+2 vs. FY23)
 - 43 Giannini Society (+4 vs. FY23)
 - 12 Parent Leadership Circle (+4 vs. FY23)
 - **FY24 Current Parents (including any constituent coded as a Parent or Grandparent of a current student only)**
 - 112 total donors YTD (vs. FY23 total year of 238 total donors)
 - \$60,000 dollars raised YTD (vs. FY23 total year of \$81,000 dollars raised)
 - \$803 average HH gift YTD (vs. FY23 total year \$292 average HH gift)
 - 11 different funds supported (Top 3 funds: Parent Leadership Circle/Chancellor's Innovation Fund, Giannini Society/UNCSCA Fund, Music Discretionary Fund)
 - Giving Society Memberships (individuals, not HH)
 - 2 Chancellor's Circle
 - 6 Dean's Circle (+2 vs. FY23)
 - 16 Giannini Society (+1 vs. FY23)
 - 8 Parent Leadership Circle (+4 vs. FY23)

Giannini Society

Giannini members donate \$2,400 annually to the UNCSCA Fund (unrestricted annual giving). We raised the rate from \$1,500 to \$2,400 last year and grandfathered existing members for one year.

- **HH Memberships:** Giannini currently has 144 members (129 active HH and 15 HH in the lapsed/renewal stage).
- **Rate Breakdown:**
 - At the start of FY24, 55% of HH were still on the \$1500 rate (including 12 HH that are completing Giannini campaign pledges)
- **Dropped:** Since the start of the calendar year, 16 HH opted not to renew at a loss of \$27,125
 - 75% were at the previous \$1500 rate. Several stated they couldn't commit to that big of a jump at this time but could continue to contribute annually. The combination of the pandemic and the rate increase caused many to reevaluate – either the rate increase was too large and/or they mentioned no longer taking advantage of the benefits.

- We were able to retain two previous alumni Giannini members with the introduction of the alumni Giannini rate.
- **Acquired:** In the last year, 7 new HH have joined for a total of \$24,600
 - 43% joined at \$5,000, 57% joined at new \$2400 rate
 - We had projected approximately 15 new Giannini households from new BOV members (fall recruitment shifting to spring)
- **FY24 YTD Actuals**
 - \$140,968 YTD (July-partial Nov) against goal of \$310,320
 - 45% of goal at 33% of year
- **Fun Facts**
 - December is by far our largest month for renewals (33 HH).
 - February is slowest (and shortest) month with only 2 HH.
 - All \$1500 rates cease in January of 2024 other than those completing campaign pledges.
- End of year appeals for Giannini will focus on renewals (26% of members renew in December), reactivation from lapsed Giannini members, and acquisition from new parents/families, and alumni (at alumni only rate). Transition of members to the new rate continues through the end of December 2023 and up through June of 2026 for a few remaining Giannini Society campaign pledges.

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. Dean's Circles have been featured in all Parent & Family Giving materials and appeals. One Advancement produced event has been planned for each Dean's Circle this year.

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 continues to be a strong tool in pipeline building, and we are on track to double the size of the Parent Leadership Circle vs last year. 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.
 - We continue to invest in the growth of our Gift Planning program:
 - Q1-2 activities include an email encouraging charitable use of IRA distributions, a donor survey, and a planned giving newsletter – all designed to identify new prospective planned giving donors.
 - As an important part of campaign readiness, we are taking steps to expand our inventory of gift planning options. The Foundation Executive Committee approved signing the Gift Planning MOU with the UNC System, which gives us access to significant research and resources that will help in our efforts to expand our options. This is also significant because until now, we have been the only institution in the UNC System that had not signed the MOU – with our signature, there is now 100% participation.
- To identify additional prospects, research their capacity and affinity for UNCSA, 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 UNCSA for the very first time. The team is responsible for prospect identification, prioritization, research, and portfolio optimization.

Alumni Engagement

- UNCSA in LA (November 2 - 6) Fall Leadership events in Los Angeles very successful!
Alumni events included:
 - Dance rehearsal at Diavolo studios where alum Jim Vincent is partnering with the organization
 - Alumni panel featuring local alumnus representing the academic schools:
 - Moderated by Chancellor Cole
 - Vera Herbert, School of Filmmaking
 - Ciera Payton, School of Drama
 - Jared Nathan, School of Dance
 - Derrick Lawrence, School of Music
 - Bob Warner, School of Design and Production
 - Dinner with donors and alumni before attending LA Philharmonic at the Walt Disney Concert Hall
 - 133 LA area alumni joined us for the “UNCSA in LA Fall Alumni Celebration” at the Beverly Hilton!
- UNCSA Homecoming (September 28 - Oct 1)
 - UNCSA officially began a new annual tradition of an all-campus Homecoming event open to all alumni, faculty & staff, as well as current students and their families! 314 attendees helped us begin a lovely tradition which included an opening-ceremony and keynote address from faculty member and alumnus Shawn Harwell, as well as a campus block party, a parade, and an alumni Beaux Arts Ball!

Events

Recent Events

- **UNCSA Homecoming 2023 – Alumni & Parents Weekend (3-day event)**
 - **Purpose:** Create an annual tradition on campus for alumni to return to, and align staff and faculty efforts for both alumni reunion weekend and parent & family weekend
 - **Target attendance:** 300
 - **571** registered: **179** alumni, **289** parents/families
 - **258** attended: **100** alumni, **158** parents/families
 - Takeaway – free registration could have caused more no shows
 - Amazing help from student life, facilities, campus police and campus dining

Alumni Feedback:

- Overall positive
- Wished for more opportunities to interact with faculty and students
- Suggestions: Minor fees, more faculty interaction, more/some programming on Sunday, more student interaction, bigger venues for performances so tickets are not sold out, more alumni focused (vs. families)
- Mixed reaction on dining vouchers and eating in the dining hall
- Some alumni still holding on to Picklestock name and concept

Family/Parent Surveys:

- Consider performance calendar, some families did not come as students were busy with performances others did come but were attending events without their student.
- **UNCSA in Los Angeles** – Thursday, November 2 – Monday, November 6
 - Multi day LA event series. Event for boards, local donors, regional donors, alumni, and prospects.
- **Celebrating the UNCSA Stevens Center; Final Performance** – Friday, November 10
 - Board and Donor Reception, celebrating the UNCSA Stevens Center and Symphony Orchestra in Concert before the closing of the Stevens Center for renovations.
 - **72** - Guests total
 - **55** - Attendees including board members, donors, and VIPs from Frank L. Blum
 - **17** - Internal including Chancellor, Administrative Cabinet, Deans, faculty and staff
 - Remarks from Chancellor Cole and Symphony Director Robert Franz

Other Upcoming Events:

- Drama Dean's Circle Reception, Thursday, November 16
- Nutcracker Alumni Night, Wednesday, December 6
- Nutcracker Opening Night Reception, Thursday, December 7
- D&P Dean's Circle Reception, Friday, December 15
- Annual Scholarship Luncheon, Wednesday, January 31

Organization and People

Open Searches

- Director of Alumni Engagement – We have identified a sole finalist candidate who will be visiting campus in mid-November. We hope to fill this position and have a new director in place in 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 we are in conversations with the Provost and the Kenan Institute regarding facilitating a retreat in January to launch the effort to develop significant transformational philanthropic ideas that can be used to plan our next Campaign.
- 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.

Next Campaign

- Our next comprehensive campaign will launch in FY27.
- We are in the second year of a two-year period of infrastructure building and best practice implementation that will lay the foundation for campaign success.
- Next year, we will focus on campaign planning and the development of the case for support and philanthropic priorities, with the following year serving as our quiet lead gift solicitation phase.

UNCSA FOUNDATION BOARD REPORT

Finance Committee

- Met on October 18th to review first quarter results
- Accepted the Audited Financial Statements

Advancement Committee

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

Audit Committee Report

- Currently waiting on Foundation 990 for review

Foundation Board

- Will meet on November 16

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 are due
 - Monday, March 18, 2024 – Dean's rankings are due
 - Monday, April 8, 2024 – Semans Art Fund Board Meeting
 - Monday, April 15, 2024 – Awards Announced

THOMAS S. KENAN INSTITUTE FOR THE ARTS

STRATEGIC PLAN UPDATE

Thomas S. Kenan Institute for the Arts is moving from the planning to the program development phase of its strategic plan implementation process. As reported at the previous meeting, TSKIA will focus its efforts over the next three years on four core strategies that will allow TSKIA to reconsider the most important roles it can play in contributing to the transformation of the cultural sector in light of shifting contexts and

new avenues for impact. Each strategy emerged from specific ideas, observations, and opportunities, and each will require strategic partnerships and investments in TSKIA's capacities for program design, implementation, and evaluation.

STRATEGY ONE

- To increase TSKIA's impact at UNCSA, build cohesive structures for its support, and bring the Institute's unique value to the sector at large: *Focus TSKIA's future work at UNCSA on creating transformational experiences for faculty, students, and alumni.*

STRATEGY TWO

- To rekindle TSKIA's post-pandemic role in the region and establish pathways for greater impact: *Cultivate deeper creative connections among TSKIA, UNCSA, and regional communities.*

STRATEGY THREE

- To define and strengthen TSKIA's curatorial approach and help determine the qualities it seeks in partners and artistic collaborators: *Center TSKIA's programs on illuminating ways that artmaking undergoes continuous change and contributes to social transformation.*

STRATEGY FOUR

- To effectively deliver its programs and build the foundation for growth: *Invest in TSKIA's capacity to develop, deliver, communicate, evaluate, and refine programs.*

Recent Projects and Sponsored Activities:

- [Musical adaptation of Shakespeare's "As You Like It,"](#) set in Winston-Salem, will feature community members in cast and crew. (November 9-11, 2023)
- ["The Tree I Carry,"](#) an immersive experience by Filmmaking faculty member Shahin Gorgani (October 19-21, 2023)
- Italian film director and screenwriter [Andrea Pallaoro's visit to UNCSA.](#) (October 11, 2023)
- [Nick Hornby spoke at UNCSA](#) in conversation with alumnus Peter Hedges (October 4, 2023)
- Workshops with performance artist Tim Miller and Division of Liberal Arts students resulted in a new devised work entitled "These are the shoes ..." (September 22-27, 2023)
- UNCSA launches independent media publishing arm, [UNCSA Media](#) (Launched September 28, 2023)
- In September, TSKIA supported the attendance of seven local team members and seven UNCSA faculty at the 2023 [National Organization for Arts in Health conference](#) in Cleveland, OH, to learn about evidence-based ways in which artmaking and creativity are healing communities within the healthcare industry.
- "Toward Justice: Art Song as Lens, Language, Vision and Hope" recital by [Dr. Ollie Watts Davis](#) and her collaborative pianist Dr. Casey Robards of the University of Illinois at Urbana-Champaign along with workshops and masterclasses on Black Art Song and Performance. More than 400 people attended one or more of these activities. Feedback was overwhelmingly positive with attendees praising the artistry, solid musical technique, and pedagogical expertise of the presenters. (August 29, 2023) Dr. Watts returned to Winston-Salem on November 9-14 to plan for a local rendition of the community-based [Black Sacred Music Symposium](#) in February 2024 with TSKIA, UNCSA, and the surrounding community.

STRATEGIC COMMUNICATIONS REPORT

Highlights of the work of the Strategic Communications department over the fall semester include the launch of UNCSA Media, resulting in national media attention; the digital rollout of the 2023 issue of Scene magazine, featuring dance alumna Camille A. Brown on the cover; the launch of a new ongoing podcast, “Story Behind the Sound,” which explores the role sound plays in the arts and the stories of the artists behind it through interviews with UNCSA alumni, faculty and students; media coverage of the final concert in the Stevens Center and a special commemorative photo; national media meetings for deans in Los Angeles; and continued success with “The Nutcracker” at Tanger with sales at 60% of goal as marketing/PR kick into high gear.

RANKINGS

- October [The Wrap](#) ranks The **School of Filmmaking No. 11** on the publication’s annual list. Add interviews
- September [Backstage](#) highlights the **School of Dance** on its list of 10 College Dance Programs You Should Know
- November: The Hollywood Reporter ranks the Composition for Film and Visual Media program (currently in **School of Filmmaking**, moving to **School of Music** in Fall ‘24) on its list of top music programs. (to run Nov. 8)

PUBLIC RELATIONS

Press Release Highlights:

- [UNCSA to present immersive, outdoor music performance of “Ten Thousand Birds” on Sept. 16](#) (Coverage: Yes! Weekly, Winston-Salem Journal, WXII, Relish, Greensboro News & Record)
- [Nick Hornby to speak at UNCSA in conversation with alumnus Peter Hedges, Oct. 4](#) (Coverage: CVNC)
- [UNCSA launches independent media publishing arm, UNCSA Media](#) (See coverage below)
- [UNCSA Jazz Ensemble to give first concert under new Director Steve Alford](#) (Coverage: WS Today, Relish, Yes! Weekly)
- [UNCSA Chamber Music Festival returns with three concerts in celebration of 20th anniversary of Watson Hall](#) (Coverage: WXII, Greensboro News and Record, Winston-Salem Journal, Violin Channel)
- [UNCSA presents “Enron” by Lucy Prebble, based on the true story of the riveting financial scandal](#) (Coverage: WXII, Yes! Weekly, Relish, Greensboro News and Record, Winston-Salem Journal)
- [UNCSA partners with “Hilloween,” an interactive Halloween experience in Mitchell County](#) (Coverage: CVNC, Ashe Post & Times, Tri-Cities Scene, Mountain Times, The McDowell News, Watauga Democrat, Avery Journal Times)
- [Musical adaptation of Shakespeare’s “As You Like It,” set in Winston-Salem, will feature community members in cast and crew](#) (Coverage: Winston-Salem Journal, Fox8)
- [Final concert before Stevens Center renovation to feature UNCSA Symphony Orchestra conducted by Robert Franz, Nov. 10](#) (Coverage: WFDD, WS Today, WSJS)
- [UNCSA launches monthly podcast series, “Story Behind the Sound”](#)

MEDIA COVERAGE HIGHLIGHTS

- **Leadership, Deans and Faculty:**
 - [Winston-Salem Monthly](#): A profile of **Chancellor Brian Cole** highlights his accomplishments at UNCSA and looks ahead to his role as guest conductor of this year’s “Nutcracker.”

- [Triad Business Journal](#): **Chancellor Cole** is highlighted as a “Power Player”
- [WXII](#)- School of Music **Dean Saxton Rose** provides a brief preview of the performance season.
- [The Wrap](#): Filmmaking **Dean Deborah LaVine** weighs in on how teaching films with complicated legacies has changed.
- [TheWrap](#) - **Dean LaVine** weighs in on keeping film archiving alive and the UNCSA trained projectionists who worked on “Oppenheimer.”
- [Spectrum News](#) interview with **Dean LaVine** who addresses why independent artists are essential as the industry strikes continue.
- [Backstage](#) interview with **Dean LaVine** who shares insights on the evolving industry’s impacts on academics.
- [Yes! Weekly](#) highlights immersive video installation by Filmmaking faculty member **Shahin Gorgani**
- [WXII](#)- Co-founder of the festival and Music faculty member and alumnus **Dmitri Vorobiev** discusses the performance and the 20th anniversary of Watson Hall’s opening.

- **UNCSA Media** - national and local media including:
 - [Broadway World](#)
 - [Musical America](#)
 - [WFDD](#), WFAE (Charlotte), WUNC (Raleigh)
 - [Symphony](#)
 - [Violin Channel](#)
 - [Opera Wire](#)
 - [Winston-Salem Journal](#)
 - [Night after Night](#) (nat’l recording newsletter)
 - International Arts Manager (future issue)
 - WOSU (Columbus, OH)
 - WGUC (Cincinnati)

- **Stevens Center renovation**
 - [Winston-Salem Monthly](#): More than a facelift: Winston-Salem’s No. 1 performing arts center gets first big fix-up since 1983
 - [WS Today](#): An overview of the Stevens Center renovations.
 - WSJS “Triad Today”

- **Performance season**
 - Winston-Salem Journal - feature article on “As You Like It” with interview with director/faculty member Andy Paris and community members who are in the show. (future issue)
 - [WXII](#) interview with Alarm Will Sound founding member Michael Harley who worked with Music students for the Daniels Plaza performance
 - [WXII](#) interview with fourth-year Drama student and “Enron” Director Vivian Farahani, who offers a sneak peek into what audiences can expect from the show.
 - [Ashe Post & Times](#) highlights the partnership with the School of Design and Production and Mitchell County.

MARKETING

- Recruitment marketing takes center stage in August through October with the integration of the “Rise to Greatness” brand pillars, messaging and visual aesthetic into all recruitment digital and traditional marketing campaigns for each conservatory.
- Recruitment Marketing Leads:

- August 28 through October 30, paid marketing generated **1,121 leads** across all schools, a 6% decrease YOY. Additional research shows that search volume (number of search queries for a specific search term in a search engine such as Google within a given timeframe) has dropped for higher education, scholastic and general education searches among the target audience. Optimizations are underway to refresh keyword lists, search ads and visual assets in addition to increasing targeting efforts to counter this documented trend. This is not unique to UNCSA and is being seen by other universities and educational institutions.
- Ticket sales for “The Nutcracker” at the Tanger Center have been impressive with sales **topping \$327,021 to date representing 60% of our ticket sales goal. This is also a 57% increase in sales YOY.** With only four weeks to go before the event, we are confident that this year’s Nutcracker will eclipse historical sales.
- In addition to ongoing marketing support of the 2023-24 performance season, Marketing also partnered with the Kenan Institute to promote collaborative events such as the Toward Justice and Shared Humanity: Art Song of Black Americans as Lens, Language, Vision and Hope concert featuring soprano Ollie Watts Davis and pianist Casey Robards. This event was well attended and exemplifies the types of interactive collaborations that are integral to both the Kenan Institute and UNCSA.

DIGITAL MEDIA

Since the last board meeting in September 2023, Strategic Communications has published 28 features, press releases and videos — supporting **24,626 pageviews** and **16,038 user visits** in the news and features section of uncsa.edu.

Feature Highlights:

1. [SCENE Magazine](#)
2. [UNCSA Stage Combat reacts to Greta Gerwig's “Barbie” beach fight](#)
3. [Story Behind the Sound: The Conductor’s Perspective with Robert Franz](#)
4. [Capturing memories: Relive the excitement of UNCSA Homecoming](#) (photo album)
5. [UNCSA faculty, staff set artists up for financial success](#)
6. [UNCSA alumni tress to impress: Amelia Brown and Harley Haberman's journey to Broadway's “Camelot”](#)

Website Visitors: From Aug 28-Oct. 27, uncsa.edu had **171,337 users (+6.54% YOY)** visit the site.

Site Acquisition by Channel:

- 15.3k users **(+79.1% YOY)** from **paid search**.
- 49.1k users **(+18.8% YOY)** from **direct**.

UNCSA Campus (Pathify)

Strategic Communications is now in the testing phase of UNCSA Campus app for faculty and staff and plans to fully launch the fac-staff portal at the end of November. The alumni portal launch is still slated for May to align with commencement.

- Since the last board meeting in September 2023, there have been **5.4k sessions** and **450 unique sessions** in the UNCSA Campus app.
- Since its launch in August 2023, there have been **11k sessions** and **750 unique sessions** in the UNCSA Campus app.

INTERNAL COMMUNICATIONS

Sept. – Nov. 2023

Messages from Chancellor Cole

- 9/18/23: [Free teletherapy now available for students](#) (from VP Donley)
9/19/23: [Updates from the UNC Board of Governors](#)
9/20/23: [State Employees Combined Campaign kicks off](#)
9/20/23: [Response to dining services concerns](#)
9/28/23: [Launching UNCOSA Media](#)
10/6/23: [Sharing difficult news about a faculty member](#)
10/10/23: [Today is World Mental Health Day](#)
10/13/23: [Announcing student advocacy position](#)
10/16/23: [Employee raises and more in N.C. budget](#)
10/20/23: [Updates from the UNC Board of Governors](#)
11/01/23: [No tuition, fee or housing increases](#)

See also: [LinkedIn post](#) from Chancellor Cole on how UNCOSA Media can offer critical learning outcomes for student artists.

LOOKING FORWARD

- Priorities for the coming quarter include:
 - The Nutcracker marketing and PR campaign
 - Launch of PBS series “UNCOSA Premier Stage” - Dec. 7
 - Continued implementation of Rise to Greatness recruitment marketing campaign; refresh search engine optimization
 - Maintain/elevate national rankings (THR/Costume, Variety/Film)
 - Supporting new programs: Orchestral Fellowship, Composition for Film and Visual Media in School of Music
 - UNCOSA Campus app launch for faculty and staff
 - Launch of Faculty Expert Guide