

March 7, 2024  
University of North Carolina School of the Arts  
Semans Arts & Administration Building (SAAB), Room 306  
Winston-Salem, North Carolina

**COMMITTEE MEMBERS:**

- \*Eric Flow
- \*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  
Kory Kelly, Vice Chancellor for Strategic Communications  
Cindy Liberty, Executive Director, UNCSA Foundation  
Rich Whittington, Associate Vice Chancellor for Advancement  
Tanya Dunlap, Executive Assistant to the VCA & AVCA  
Steve Cochrane, Staff Council Representative

**AGENDA**

**OPEN SESSION**

1. Call to Order and Confirm Quorum ..... Kyle Petty
2. Approval of Minutes from November 30, 2023, meeting ..... Kyle Petty
3. Advancement Committee Report
  - a. Advancement Report ..... Lissy Garrison
  - b. UNCSA Foundation Board Report ..... Cindy Liberty
  - c. Strategic Communications ..... Kory Kelly
  - d. Thomas S. Kenan Institute for the Arts Report ..... Kevin Bitterman
4. Other Business ..... Kyle Petty
5. Adjourn ..... Kyle Petty

**OPEN SESSION MINUTES**

November 30, 2023

SAAB 306

11:00 a.m.

**COMMITTEE TRUSTEES PRESENT**

Eric Flow, Rhoda Griffis, Jerri Irby, Peter Juran, David Neill, Kyle Petty, John Wigodsky

**COMMITTEE TRUSTEES ABSENT**

Nia Franklin, Tom Kenan

**ADDITIONAL TRUSTEES PRESENT**

Jonah Bokaer

**COMMITTEE STAFF PRESENT**

Amanda Balwah, 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, Patrice Goldmon, Provost Patrick Sims, Angela Tuttle, Rachel Williams, Shannon Wright

**CONVENE MEETING**

Board of Trustee Chair, Peter Juran, convened the November 30, 2023, Advancement Committee Meeting at 11:00 a.m.

**CONFIRMATION OF QUORUM**

Peter Juran confirmed the committee had reached a quorum.

**APPROVAL OF MINUTES**

Peter Juran asked the committee members to review the minutes from the September 28, 2023 meeting. He then called for a motion to approve the minutes as presented.

**MOTION: John Wigodsky moved to approve the minutes from the September 28, 2023, meeting and Rhoda Griffis seconded the motion. The minutes were unanimously approved.**

Peter Juran introduced Vice Chancellor for Advancement, Lissy Garrison.

**ADVANCEMENT REPORT**

*Vice Chancellor for Advancement Lissy Garrison provided the Advancement Report.*

Vice Chancellor Garrison shared highlights and more reporting of stories to emphasize the data in the advancement report.

- Fundraising
  - As of October 31, with 33% of the year completed, we had raised \$3.6 Million, which is 33% of the goal of \$10.8M for the year. Based on projections in every giving level, the expectation is to hit or come close to hitting the goal by the end of the year. Looking good in the pipeline with Major and Principal gifts. Annual and Leadership Annual giving are trending slower than expected. Several

initiatives to complete this year are in the queue; and we are conservatively estimating hitting 75% of goals in these areas.

- Save the Date for this year’s “Days of Giving” April 10 – 11, 2024
- Vice Chancellor Garrison shared a story of the two-year Orchestral Strings Fellowship. An exciting new gift to establish a partnership between UNCSA and the Winston-Salem Symphony. The fellowship will accept five graduate string players, who will receive full scholarships as well as paid internships with the Symphony, while studying to receive their master’s degree. Students will receive real-world training in arts administration and leadership under the mentorship of Winston-Salem Symphony Music Director, Michelle Merrill, symphony musicians, and the executive team of the symphony. They will also engage with the local community as part of the Symphony’s outreach program; P.L.A.Y. (Piedmont Learning Academy for Youth) and Music program for under-served youth. This gift was from a couple in the community who are big supporters of UNCSA and the Symphony; their gift of \$680,000 will fund the first four years of the partnership.
- Parent philanthropy continues to grow. It started last year and continues to expand with great success. Vice Chancellor Garrison shared the story of a new family from Design and Production who made a gift of \$60K; 40,000 to establish an endowment and 20,000 spendable over 4 years. This gift was to create two new scholarships for D&P. The parents expressed “their student found his place at UNCSA; and wanted to help ensure that other students could have the same opportunity.”
- A reminder that we are in the quiet phase of preparing for our next campaign, which will launch in FY27. We’ll be hearing more about this campaign in future meetings.
- Alumni Engagement
  - Alumni Engagement is really excited about our visit to Los Angeles on November 2 – 6, 2024, for the “Fall Leadership Weekend.” The team engaged with hundreds of alumni living in the area, and gained new alumni data that will help to create plans for more strategic alumni engagement in the future.
  - Vice Chancellor Garrison shared a story of Alumni Giving from our members of faculty and staff, who may leave the college for retirement or other reasons but remain committed to the college and our students. Robert Beseda, Faculty Emeritus for the School of Drama, pledged \$300K to UNCSA. His pledge will support the programmatic support for the singing program in the School of Drama and the office of alumni engagement.
  - In special recognition for his stewardship, we honored our long term UNCSA volunteer, Mr. Bob McNair. He received recognition at the Association of Fundraising Professionals; National Philanthropy Day Luncheon. Receiving the “Spirit of Philanthropy Award” for his years of advocacy and support of all areas across the UNCSA campus.
  - Exciting news that our team will be a participant of CASE Alumni Engagement Metrics Project. CASE is redefining and expanding the metric to include the alumni philanthropic participation, volunteerism, experiential, and communication. We will submit data and we will receive benchmarking data in the spring.
  - Coming soon is a new space for the Alumni Head Quarters “Alumni HQ” on the main campus. The new location will be announced after completion.

*Foundation Executive Director Cindy Liberty provided the Foundation Report*

### **UNCSA FOUNDATION REPORT**

- The Prior to the Powering Creativity Campaign, the Foundation's Endowment was \$32M producing \$400K in Scholarship dollars.
- After the campaign, the Foundation's Endowment is \$81M producing \$2.2M in Scholarship dollars.
- FORBIS was selected as the new auditor over the next three years
- The New Board Member Orientation will be held on December 11.
- The Foundation Board Member Social will be held on February 15, at the Chancellor's residence. This social will include the current board members and all former board members who have served on the foundation board in the past. It is a great way to express our gratitude for their work, laying the foundation and their support of UNCSA.
- Semans Art Fund applications are due on Monday, February 26, 2024.
- Semans Art Fund awards will be announced on Monday, April 15, 2024.

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

### **STRATEGIC COMMUNICATIONS REPORT**

Katherine reported the exciting new projects from The Strategic Communications Department over the fall semester; to include the launch of UNCSA Media, the final concert held in the Stevens Center, national media meetings for deans in Los Angeles, and the continued success with "The Nutcracker" at the Tanger Center.

- Sales for "The Nutcracker" at the Tanger Center are strong, with more than **80% of the run sold at more than 12K tickets and grossing nearly \$570K to date**. The tickets sold at-this-date, has surpassed last year's total sales at The Stevens Center.
- **The Total Sponsorships raised is \$108,205** - more than 2x last year. Tickets are selling fast, especially for the matinees.
- We had the official launch of UNCSA Media and held many discussions and stories on several platforms. UNCSA gained a lot of national coverage and was great for the community. It will also include an opinion piece by Chancellor Cole in the "International Arts Manager Magazine."
- Our rankings include:
  - "The Wrap" ranks The School of Filmmaking No.11
  - "The Hollywood Reporter" ranks The School of Music No.12
  - "The Wrap" list The UNCSA School of Drama on the Top 20 Drama Schools
  - "Backstage" list The UNCSA School of Dance on its list of "10 College Dance Programs You Should Know"
- Chancellor Cole was featured in the Winston-Salem Journal-Monthly Magazine and the Triad Business Journal. The feature article in the business journal named him a "Power Player for 2023."
- The final concert was held at the Stevens Center. The community is excited about the renovations, and you can read a great story about the last performance featured in the Winston-Salem Journal.

- PBS North Carolina aired “Premier Stage at UNCSEA.” A brand new six-part series showcasing UNCSEA dance, opera, and music performances and behind-the-scenes interviews with faculty and students.

**OTHER BUSINESS**

Board of Trustee Chair Peter Juran asked if there was any other business for this group. There were no further comments.

**ADJOURN**

Peter Juran asked for a motion to adjourn at 11:59 a.m.

**MOTION: Rhoda Griffis seconded. The meeting was adjourned at 11:59 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

At our annual Advancement strategic planning retreat 2/22-2/23, we will identify priorities for the coming fiscal year; as part of that work, we expect to consolidate some of the pillars of the framework, resulting in fewer pillars overall. We look forward to reporting the outcome of our planning retreat and FY24 priorities at the spring meeting.

**Fundraising**

**Year-to-date July 1, 2023 – February 19, 2024**  
**64% of year complete**

	Goal	YTD	%	# Gifts	Pipeline	Projected Total	%
<b>Principal Gifts</b> \$1M+	\$6,400,000	\$1,880,000	29%	1	\$1,750,000	<b>\$3,630,000</b>	<b>57%</b>
<b>Major Gifts</b> \$25K - \$999K	\$3,100,000	\$2,523,814	81%	25	\$1,927,050	<b>\$4,450,864</b>	<b>144%</b>
<b>LAG</b> \$1K - \$24,999	\$1,000,000	\$826,573	83%	220	\$100,000	<b>\$926,573</b>	<b>93%</b>
<b>Annual</b> <\$1K	\$315,000	\$117,835	37%	1,548	\$150,000	<b>\$267,835</b>	<b>85%</b>
<b>TOTAL</b>	<b>\$10,815,000</b>	<b>\$5,348,222</b>	<b>46%</b>	<b>1,794</b>	<b>\$4,467,050</b>	<b>\$9,275,272</b>	<b>86%</b>

- We have raised nearly \$5.4M so far this fiscal year, or 46% of our goal of \$10.8M. With 64% of the year completed, this is a bit behind pace.
- The biggest risk to this number is in our projected Principal Gifts category. There are several principal level gifts in the works that, if finalized, will lead to exceeding our overall goal.
- One of our biggest goals over the past two years has been to build strength in the Major Gifts category. This year’s major gifts are running better than pace year-to-date, and the strong pipeline indicates far exceeding this year’s goal – this is excellent news for the growth and success of our Major Gifts efforts.
- We achieved enormous growth in Annual and Leadership Annual Giving over the calendar year end due to a significant push on renewals of Giannini Society, Dean Circle, and Parent donations, as well as a successful calendar-year-end mailed appeal. With our Annual Giving position vacant, we are projecting very conservatively for the remainder of this year in these categories; however, with Days of Giving April 10 & 11, we hope to meet / exceed goals in both of these areas.
- With these projections in mind, we currently project total FY24 fundraising at approximately \$9.3M, or 86% of goal. We are actively working to boost the pipeline at every giving level, but our

success in meeting the goal will be especially influenced by whether we are able to close the Principal Gifts that are in the works.

## **Leadership Annual & Family Giving**

### **Parent & Family Giving**

- **Parent Leadership Circle (PLC)**
  - **5 Current Families**
    - 3 new HS Families (2 Dance, 1 Drama)
    - 2 UG Families (D&P), one is a PLC renewal
    - 2 alumni families rolled off at end of 2023 (HS Drama, UG Drama)
  - **Key PLC Impact: Uwill Telehealth Platform**
    - 3 new HS Families (2 Dance, 1 Drama)
    - Collaboration with Student Affairs to address key pillar of the strategic plan, Mental Health & Wellness, and a consistently voiced concern from parents
    - \$65,000 from Chancellor's Innovation Fund to support pilot program with Uwill
    - Highest utilization rate (and lowest student population) of any Uwill client.
    - 300 total students registered in comparison to larger universities averaging closer to 70 registered students
    - Over 100 completed visits to date with 20 visits occurring during Winter Break while students were at home
    - Positive student feedback.
- **FY24 All Parent Giving (including any constituent coded as a Parent or Grandparent of a current student and/or alumni)**
  - 285 total donors YTD (vs. FY23 total year of 561 total donors)
  - \$460,753 dollars raised YTD (vs. FY23 total year of \$350,000 dollars raised)
  - \$1,296 average HH gift YTD (vs. FY23 total year \$529 average HH gift)
  - 35 different funds supported (Top funds: John Nelson Endowed Scholarship & Giannini Society)
  - Giving Society Membership (individuals, not HH)
  - Giving Society Memberships (individuals, not HH)
  - 6 Chancellor's Circle (+2 vs. FY23)
  - 12 Encore Circle (+3 vs. FY23)
  - 18 Dean's Circle (+4 vs. FY23)
  - 42 Giannini Society (+3 vs. FY23)
  - 10 Parent Leadership Circle (+2 vs. FY23)
- **FY24 Current Parents (including any constituent coded as a Parent or Grandparent of a current student only)**
  - 156 total donors YTD (vs. FY23 total year of 238 total donors)
  - \$173,112 dollars raised YTD (vs. FY23 total year of \$81,000 dollars raised)
  - \$905 average HH gift YTD (vs. FY23 total year \$292 average HH gift)
  - 21 different funds supported (Top 3 funds: Parent Leadership Circle/Chancellor's Innovation Fund, Giannini Society/UNC-SA Fund, Chancellor's Discretionary Fund)
  - Giving Society Memberships (individuals, not HH)
  - 2 Chancellor's Circle



- 7 Dean's Circle (+3 vs. FY23)
- 16 Giannini Society (+1 vs. FY23)
- 10 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.

- **145 HH Memberships:** 120 current and 25 in renewing/lapsed. Several long-time December renewals sent in old \$1500 rate and are lapsed until balances are received.
- **\$263,797 dollars raised YTD** (85% of FY24 goal through end of January)
- **Alumni Giannini:** Targeted alumni end of year Giannini mailed and email appeal highlighting new \$1200 (\$100/month) Giannini rate. Current total of 18 alumni Giannini memberships, 7 are new memberships from the appeal, 2 are renewals that had originally planned to drop at the \$2400 rate.
- **December Stewardship Mailer:** Giannini members received a stewardship mailer in mid-December including a new brochure with message from the Chancellor and two leather Giannini Society branded keychains.
- **New Member Welcome Mailer:** New Giannini members will receive a similar branded keychain mailer with edited language welcoming them to the Giannini Society. These will be mailed monthly to new member households.

### **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.
- Each Dean sent a personal email to their Dean's Circles prior to the Thanksgiving break highlighting the semester to date and things to come prior to Winter Break.
- 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, with most recent event in late January for the School of Filmmaking at the Cube in the Center for Design Innovation.

### **Annual Giving**

- Alyssa Cataldi, our Director of Annual Giving, resigned on January 31, 2024. We are taking this opportunity to re-assess our annual giving staffing needs.
- Prior to her departure, Alyssa coordinated the Nutcracker boutique at the Tanger Center for the Performing Arts, netting \$40,293 to support our Annual Giving efforts.
- As previously stated, calendar year-end efforts led to tremendous growth for annual giving. We received over 100 checks between December 22 - 31. As our Gift Processor shared, "This is the most checks we've received at year-end in the 9 years I've been posting."



- **MARK YOUR CALENDARS** – Days of Giving, our largest single annual fundraising effort, is scheduled for April 10 & 11, 2024. **We are actively soliciting challenge gifts of \$1,000 or more from UNCSA board members and close allies.** For more information, contact Associate Vice Chancellor for Advancement Rich Whittington at [whittingtonr@uncsa.edu](mailto:whittingtonr@uncsa.edu) or at 336.587.4492. We are looking for 100% participation in the Days of Giving effort from all boards.

## Pipeline Development

- Our newly created Prospect Development Team (PDT) continues to outperform expectations. In addition to their primary work responsibilities, this 3-person team is responsible for prospect identification, prioritization, research, and portfolio optimization. Through the work of the team, we have developed:
  - **Gift Officer Dashboards** – these dashboards are updated weekly and provide a timely snapshot of dollars raised, qualifications, solicitations, and visits for each gift officer.
  - **Quarterly Portfolio Reviews** – The PDT developed dynamic portfolio dashboards that illustrate portfolio health through key performance indicators, including “Days Since Last Action,” “Potential Giving,” “Portfolio Distribution by Prospect Status,” and “Current Pipeline.” The team then met with each gift officer including the VCA and the AVCA to review the data and look for opportunities to improve performance.
  - **Regional Strategy** – The PDT analyzed our giving and engagement data to determine regional strategies for our two major gift officers; based on this analysis, the team recommended coverage assignments nationally and within North Carolina. Each gift officer has been assigned a region where they will drive strategy and travel regularly. The two regions are:
    - *North & Midwest* – Major concentrations: New York; Washington, DC; Philadelphia; Chicago; Boston; Richmond, VA. *NC East* – Raleigh/Durham/Chapel Hill and Wilmington.
    - *South & West* – Major concentrations: Los Angeles, San Francisco, Atlanta, Miami, Houston, Dallas. *NC West* – Charlotte and Asheville.

## Alumni Engagement

- Rebecca Burkeen joined the team as our new Director of Alumni Engagement on January 2, 2024! Together with Alumni Engagement Coordinator Sarah Kelley, we have a full alumni engagement team of two for this first time in almost 12 months.
- Within her first week, Rebecca joined Special Events Manager John Bowers in attending a CASE conference in Atlanta.
- Our regional alumni networking meetups, "**Pickles & Pints**," is now just over a year old. So far, we've hosted in Durham, Chicago, LA, Orlando and Atlanta with an average attendance of 15-20. Our most recent meetup in Atlanta had a record high 46 attendees, and we cannot wait to see these events continue to grow. Next up: New York, March 14, Boston, March 19, and DC, April 30.
- Our alumni engagement team recently met with local alum **Laura Carisa Gardea** (BFA Voice, 2014; MM Voice, 2016; SGA Executive in 2014). In addition to her leadership starting programs such as the Southside Food Forest here in Winston-Salem, for the last several years, Gardea's activism and impact are global in reach. She is involved with the UN Commission on the Status of

Women, and recently performed an original composition "Unifying," with fellow UNCSA student Andrew Irving (Sound Design, 2013-14), at COP28 (UN Climate Change Conference) in Dubai as member of the Arts and Culture Working Group for the UN.

- The **UNCSA Connects** platform, which uses AI to build connections between students and alumni, and alumni with one another, is taking off! In the month of February alone, we've had 49 new connection requests from students and alumni in the platform, and over 148 alumni have responded to these requests! For perspective, between September and January, we only had 34 new requests!
- Just in time for Valentine's Day, we promoted "**Pickle Pairs**" through our alumni newsletter and social media platforms. The effort showcased four alumni couples including Board of Trustee member Rhoda Griffis and her husband Jay Freer. These online posts generated more than 300 likes and comments.
- **COMING SOON:**
  - In March we will be launching a new alumni online community where alums can update their profiles, search alumni directories, submit class notes, and register for alumni engagement events.
  - Within the next few months, we will be opening a new "Alumni HQ" on campus! Located in the former student lounge in lower housing C & D, across the way from the Pickle Pantry, and very close to the new Student Government Association's offices, Alumni HQ will provide a gathering place for students and alumni and will significantly increase our visibility and engagement on campus.

## Events

### Recent Events

- **Annual Scholarship Luncheon** – Wednesday, January 31, Benton Convention Center
  - **Purpose:** To celebrate scholarship donors and recipients and to spotlight the impact of scholarship donations
  - **Target attendance:** 350
  - **395** registered: **130** donors/fac/staff, **265** students
  - **340** attended: **113** donors/fac/staff, **227** students
  - Program with remarks from Chancellor, Provost, Dean of DLA and students from all 5 conservatories.

### Donor Feedback:

- It's inspiring to sit with students and to listen to their stories and dreams.
  - The luncheon was delicious. The entertainment was wonderful. The event was well run in a timely manner.
  - It is a heartwarming event that encapsulates what is so special about UNCSA and why donors should support student scholarships.
  - Great opportunity to get to know students even if only a little bit! Reinforces your commitment to giving financial aid.
- **Nutcracker Alumni Night** – Wednesday, December 6 (75 alumni attendees)
  - **Nutcracker Opening Night** – Thursday, December 7 (61 donor and fac / staff attendees)
  - **Atlanta visit** – January 10-12, 2024 \*Record 45 attendees

Advancement Events and Alumni staff members attended the **CASE** (Council for Advancement and Support in Education) “**Homecomings & Reunions**” Conference in January to research best practices in building homecoming and reunion traditions and events. While in Atlanta for the conference, staff held a regional bar meet up with a record 45 attendees, the largest regional alumni event to date.

### **Upcoming Events:**

- **Spring Leadership Dinner**, Friday, March 1 – Dinner and performance for BOT, BOV, Foundation Board, and annual donors Gianni level and up
- **Chancellor’s Circle Dinner**, Wednesday, March 20 – Annual dinner for donors of \$25,000+

### **Organization and People**

- **Director of Alumni Engagement** – Rebecca Burkeen joined the Advancement team on January 2<sup>nd</sup>. Rebecca has more than 13 years of alumni engagement experience in higher education, and joins UNCSA from the Oregon Institute of Technology, where she has served as director of alumni relations for the past six years. A graduate of the University of San Diego, she was president of the Portland alumni chapter of the University of San Diego and continues to serve on the university’s national board of directors.

Born in Puerto Rico, Rebecca grew up traveling the world as a part of a military family. An avid dancer and dance teacher, Rebecca has had a professional dance career with the NFL San Diego Chargers, the AFL Portland Forest Dragons, the NBA Portland Trailblazers, and the Portland Musical Theater Company. She has great ideas and tremendous passion for alumni engagement and has hit the ground running in her first two weeks on the job.

- **Upcoming Searches**
  - Leadership Annual Giving Officer
  - Annual Giving and Program Manager

### **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.
- We are reviewing all scholarship agreements to determine which may require amendment, should the recent SCOTUS ruling regarding race considerations being applied to scholarships.

### **Philanthropic Priorities**

- In January, leaders from Advancement, Foundation, and the Kenan Institute joined the deans and other campus leaders in a mid-year retreat. During the retreat, Vice Chancellor Garrison facilitated deep dive conversations about:
  - Effective partnerships between Advancement, Foundation, TSKIA, and campus leaders / academic partners.
  - The power of a comprehensive campaign and a look at what our next campaign can mean for the campus.

- Developing big ideas that can lead to philanthropic priorities for the campaign.
- The “big idea” conversation was the kick-off to a process for developing philanthropic priorities in each arts school and area of the campus. Deans, vice provosts, and other campus leaders are now working on a first round of ideas, which will then be vetted, discussed, honed, and prioritized.
- Scholarships continue to be a top philanthropic priority for UNCSA, and 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. We are also exploring possible “big ideas” involving scholarships that might be incorporated into our campaign.
- 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 final six months of a two-year period of infrastructure building and best practice implementation that will lay the foundation for campaign success.
- Advancement and Foundation teams are now working to determine preliminary high-level campaign goals, create various scenarios for campaign pyramids, refine the campaign timeline, and investigate options for campaign consultants.
- Next year, we will focus on campaign planning and the development of the case for support and philanthropic priorities, with the following year launching our quiet lead gift solicitation phase. Depending on the total campaign goal we select, the quiet phase may take up to 24 months.

## **UNCSA FOUNDATION BOARD REPORT**

### **Finance Committee**

- Met on December 5<sup>th</sup> to review and approve the Endowment Distribution
- Met on February 6<sup>th</sup> to review the second quarter results

### **Executive Committee**

- Met on December 13<sup>th</sup> to review the Endowment Distribution
- Approved the change in bank services from Truist to First Bank

### **Advancement Committee**

- Upcoming projects
  - Days of Giving – Matching Grants

### **Foundation Board**

- New Board Member Orientation – Held on December 11, 2023
- Foundation Board Social – Held on February 15, 2024
- Policy approval has been postponed to the meeting on March 21, 2024
- DAYS of GIVING will be held on April 10– 11, 2024

**NOTE: Foundation Board has been the leading board for seven years running!**

### **Semans Art Fund Board**

- 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

## **STRATEGIC COMMUNICATIONS REPORT**

Strategic Communications finished out the year with efforts that supported a nearly sold-out ‘Nutcracker’ in its debut at the Tanger Center, which surpassed ticket and revenue records; the announcement and launch of the new Orchestral Strings Fellowship in the School of Music, a partnership with the Winston-Salem Symphony; and the launch of Premier Stage at UNCSCA, a 6-episode series produced by UNCSCA and aired on PBS (broadcast and streaming). The new year has brought continued high rankings for UNCSCA, alumni accolades during award season, amplified and leveraged by PR and Digital Media content creation, and several high profile leadership and partnership announcements for UNCSCA.

### **RANKINGS**

- Feb: The Hollywood Reporter Top 10 Costume Design Programs (to run Feb. 21)
- Nov: The Hollywood Reporter, “World’s Best Music Schools of 2023, Ranked” (#12)
- Oct: TheWrap, “20 Great Schools for Acting and Theater” (unranked, print only)

### **PUBLIC RELATIONS**

#### **Press Release/Media Coverage Highlights:**

- UNCSCA’s 2023 “The Nutcracker” surpasses ticket and revenue records (Coverage: Fox 8, WXII, Winston-Salem Journal, Spectrum News)
- UNCSCA School of Music alumni nominated for Grammy Awards (Coverage: WXII, WFMY)
- UNCSCA and the Winston-Salem Symphony to launch fellowship with full scholarship and performance opportunities with the Symphony (See coverage below)
- UNCSCA film and drama schools ranked by top industry publications (Coverage: The Hollywood Reporter, WS Journal, WS Today)
- “Premier Stage at UNCSCA” to air on PBS NC beginning Dec. 7 (Coverage: Dance Edit, WS Journal)
- Thomas S. Kenan Institute for the Arts and UNCSCA To Host First Regional Presentation of the Renowned Black Sacred Music Symposium, Feb 15-18
- Robert Franz leads UNCSCA Symphony Orchestra in final Stevens Center event prior to renovation (Coverage: Yes! Weekly, WFDD, WXII, WSJS, Relish, CVNC, WS Journal)
- UNCSCA’s “The Nutcracker” opens Dec. 7 at the Tanger Center in Greensboro (Coverage: Fox 8, WXII, WS Journal)
- N.C. Organ Festival and Competition at UNCSCA Jan. 26-28 (Coverage: Spectrum News)

**Additional Media Coverage Highlights:**

● **Leadership, deans, and faculty:**

- International Arts Manager (cover story): **Chancellor Brian Cole** emphasizes the importance of artists having control of their intellectual property and how UNCSA Media aims to address the issue.
- WFDD: A preview of the final concert before the Stevens Center renovation featuring **Chancellor Brian Cole**.
- Winston-Salem Journal: **Chancellor Cole** and others discuss the history and temporary closing of the Stevens Center for comprehensive renovations.
- Winston-Salem Journal: **Chancellor Cole** offers insights on PBS show “Premier Stage at UNCSA.”
- Winston-Salem Journal (front page): UNCSA faculty member **Andy Paris** invited local community members to participate in the show. Drama student **Maya Mays** shares her experience.
- WXII TV 12: An on-air preview at the performance venue prior to renovations, featuring Vice Chancellor for Economic Development and Chief of Staff **Jim DeCristo** and Stevens Center General Manager **Scott Spencer**.
- The Wrap: Filmmaking Dean **Deborah LaVine** weighs in on keeping film archiving alive and the UNCSA-trained projectionists who worked on “Oppenheimer.”

● **Nutcracker at Tanger:**

- WGHP Fox 8: UNCSA Dance Costume Shop Director **Marissa McCullough** gives an inside look at the changes for this year’s production. Additional on-air coverage includes interviews with Dean of Dance **Endalyn T. Outlaw**, Design and Production student **Dani Austin** and Dance student **Bailey Goss**.
- WXII-TV 12: A preview featuring an interview with Dean **Endalyn T. Outlaw**.
- WXII TV 12: Additional coverage featuring Costume Shop Director **Marissa McCullough** and students involved in the production.
- Spectrum News: Dance student **Amanda Ovitt** danced the role of the Sugar Plum Fairy.
- WGHP Fox 8: This year’s production surpasses ticket and revenue records.

● **Strings Fellowship:**

- Broadway World
- The Violin Channel
- Musical America Worldwide
- Symphony magazine newsletter
- Spectrum News

**MARKETING**

- Recruitment marketing peaked in November and then ebbed, as is typical, in December and early January due to several factors including prospective students being less focused on educational decisions and more engaged in holiday-related activities. Competition from ecommerce holiday shopping traffic can also dampen inventory and make it difficult to compete for attention. Lastly, during January, digital and social ad campaigns were in the process of being restructured and optimized for each conservatory.
- Recruitment Marketing Leads:
  - During November through January, paid marketing generated over 1,300 leads across all schools, a decrease YOY in line with a decrease in spend for January 2024. Spend was reduced in January due to ad platform restructuring and development of optimization strategies.
  - These adjustments, taken with the assistance of our dedicated Google Ads Manager and Meta Marketing Pro, should result in an increase in quality or “best fit” prospects for each



conservatory in addition to a modest increase in leads as we near our final application deadlines.

- As of Jan. 2024, submitted applications are up 5.4% YOY
- Marketing created a dedicated marketing plan to support the new Orchestral Strings Fellowship including a partnership with ViolinChannel that included editorial content, livestreams of performances and advertising.
- Ticket sales for “The Nutcracker” at the Tanger Center were outstanding with sales topping \$639,957, exceeding our ticket sales goal by over 16%, and we had over 14,000 seats sold during the single weekend run.
- In addition to “The Nutcracker,” Marketing dedicated resources to promoting other highlights of the UNCSA performance season such as “As You Like It,” directed by faculty artist Andy Paris, a unique community facing event created in partnership with the Thomas S. Kenan Institute for the Arts, Winston-Salem Street School, The Enrichment Center and Greater Vision Dance Company.

### **DIGITAL MEDIA**

Since the last Board of Trustees meeting in December, Strategic Communications has published 32 features, press releases and videos — supporting 37,637 pageviews and 25,598 user visits in the news and features section of uncsa.edu.

#### **Feature Highlights:**

- Significance on stage and screen: Joe Mantello reflects on a multi-hyphenate career
- From campus to the Capitol: How UNCSA shaped the epic universe of "The Hunger Games"
- From UNCSA to Packers fandom: The inspiring journey of Cheesehead TV founders Nagler and Behnke
- UNCSA shines at the Emmys: A look at alumni's outstanding achievements
- How 'Elf's' burp became legendary: UNCSA's Wade Wilson shares insider details
- A grand finale: A ballet student's reflections on seven years in "The Nutcracker"
- Relive the magic: Celebrating nearly 60 years of “The Nutcracker” at UNCSA

**Website Visitors:** From Nov. 1, 2023-Jan. 25, 2024, uncsa.edu had **232,499 users** (+3.53% MOM) visit the site.

#### **Site Acquisition by Channel:**

- 112.4k users (+26.8% MOM) from **organic search**.
  - This is a result of our SEO feature pieces, which are meant to produce more visibility of UNCSA in the Google search results.
- 62.9k users (+24.97% MOM) from **direct**.

#### **UNCSA Campus (Pathify)**

Strategic Communications officially launched the UNCSA Campus app for faculty and staff at the end of November.

- Since the last board meeting in 2023, there have been **4.1k sessions** and **349 unique sessions** in the UNCSA Campus app.
- Since its initial launch for students in August 2023, there have been **15.5k sessions** and **831 unique sessions** in the UNCSA Campus app.



### **PREMIER STAGE AT UNCSA ON PBS NC**

Premier Stage at UNCSA debuted in December 2023, and over the course of six weeks the series gathered **74.5k statewide impressions**. Each episode aired five times during its weekly footprint across PBS NC and The North Carolina Channel. The series also garnered:

- More than **127k pageview/web impressions** on the PBS NC website.
- More than **1,000 streams** on the PBS app and online. The most popular episodes were “Today’s Voices in Dance” (307 streams), “‘Symphonie Fantastique’ with Guillermo Figueroa” (267 streams), and “Opera in Space” (119 streams).
- More than **18K impressions and over 1,000 engagements on Facebook** with an engagement rate of 5.8%.
- Cross posted features on Instagram reached more than **45K impressions and over 1.8K engagements**, resulting in a strong engagement rate of 4.1%.
- Premier Stage was featured in PBS NC’s weekly eGuide newsletters, sent to PBS NC members and viewers each week on Mondays; and the Dec. 7 Experience NC newsletter.

The series is still available to stream on the PBS NC app (accessible via Roku, Apple TV etc. as well as mobile devices).

### **INTERNAL COMMUNICATIONS**

**Nov. – Feb. 2023**

#### **Messages from Chancellor Cole**

11/01/23: No tuition, fee or housing increases

11/30/23: PBS NC to air “Premier Stage at UNCSA”

12/06/23: Announcing our new director of alumni engagement (from VC Garrison)

12/12/23: Announcing new vice chancellor for strategic communications

12/13/23: Report from CSI Core Committee (from Chancellor and Provost)

01/11/24: UNCSA founding librarian, Bill Van Hoven, has died

01/15/24: Honoring Dr. Martin Luther King Jr.

01/25/24: Annual budget information session

01/26/24: Updates from the UNC Board of Governors

### **LOOKING FORWARD**

- Strategic Communications priorities for the coming quarter include:
  - The announcement (when selected) of the new Dean of the School of Drama with potential for national media coverage
  - Development and launch of an on-campus Health & Wellness campaign in partnership with Student Affairs
  - Marketing and PR support of future UNCSA Media releases
  - Promotion of alumni awards during awards season (Golden Globes, Emmy, Oscar, Grammy)
  - Development of Commencement program and announcement of speakers
  - Continued implementation of Rise to Greatness recruitment marketing campaign
  - Maintain/elevate national rankings (Variety/Film, THR/Drama, THR/Film)
  - Support for new programs: Orchestral Fellowship, Composition for Film and Visual Media in School of Music
  - 2024-2025 Performance season announcement
  - Preparation for the Board of Governors meeting UNCSA in April through signage, gift bag and information kit development

### **THOMAS S. KENAN INSTITUTE FOR THE ARTS**

The Thomas S. Kenan Institute for the Arts (TSKIA) is delighted to present an update on our evolving programs and initiatives. Whereas the previous year was dedicated to strategic planning behind the scenes, this year will be one of putting our ideas into action and nurturing new strategies and partnerships to accelerate our engagement within the broader cultural sector. The following highlights some of TSKIA's activities over the last several months.

#### **Recent Projects and Sponsored Activities:**

- On February 15-18, 2024, the TSKIA and UNCSA hosted "Haven," a local rendition of the renowned Black Sacred Music Symposium, a biennial event at the University of Illinois Urbana-Champaign under the leadership of soprano and choral conductor Dr. Ollie Watts Davis. Conference attendees will learn about African American sacred music traditions from distinguished guest artists and the culminating concert will feature works performed by the symposium community choir and band as well as performers from the University of Illinois Black Chorus, Winston-Salem State University Singing Rams, UNCSA string quartet, and liturgical dance performed by UNCSA students
- Through the Deans' Innovative Projects Fund, TSKIA provided support for the production process to pilot Holiday Suite: Home for the Holidays in December 2023, comprising multiple live performances, multi-media installations, and immersive performance experiences on the UNCSA campus. Alumna Dwana Smallwood returned to UNCSA to develop choreography in celebration of Kwanzaa as part of the event.
- The Hatch project led by Dance Professor Taryn Griggs is a choreographic incubator connecting UNCSA contemporary dance seniors with UNCSA dance alumni actively working in NYC and beyond. From April 29-May 5, 2024, four alumni choreographers—Dominica Greene (Dance '16), Ayo Jackson (Dance '99, 2022 Artpreneur Alumni of the Year), Adrienne Westwood (Dance '03), and Ian Spencer Bell (Dance '96)—will create four original small group works with the students at La MaMa's studios in NYC. The four works will be shared in NYC on May 5 and at UNCSA the evening before graduation on May 17, 2024.
- The Winston-Salem site team for the national Arts for EveryBody initiative (formerly known as Improving Community Health and Resilience through the Arts), has launched a series of public arts and wellness community engagement events centering on the Happy Hill, Cleveland Avenue, and Boston-Thurmond neighborhoods. The artworks created by these communities will be on display at United Health Centers (UHC) locations. In addition, local artist Ernel Martinez has been contracted to facilitate community-engaged artmaking around a large-scale mural on a water tank at 15th and Liberty Streets. This project, titled "Unity in Color: Celebrating the Heritage of Winston-Salem," will include a series of workshops with a local poet and community paint days.
- In 2023, TSKIA launched a partnership with United States Artists (USA), a national leader in strengthening artist support networks, to support fellowships for individual artists in the Southeast and those working in the disciplines taught at UNCSA. Each year, 50 fellows are selected through a nomination, application, and review process facilitated by USA. The recently announced 2024 United States Artist Fellows sponsored by TSKIA are Corey Alston, a 5th generation traditional sweetgrass basket weaver from the Gullah-Geechee tradition, and Jerod Impichchaachaaha' Tate, a classical composer and citizen of the Chickasaw Nation.