Advancement Committee of the Board of Trustees
University of North Carolina School of the Arts
10:05am-11:05am
Thursday, December 8, 2016
Eisenberg Social Hall South
Hanes Student Commons

OPEN SESSION AGENDA

Advancement Committee

*Greer Cawood
*Skip Dunn
*Phillip Horne
Tom Kenan, Emeritus
*Justin Poindexter
*Michael Tiemann (ex-officio)
*Erna Womble
*Ralph Womble, Chair
*Anna Folwell

*Denotes voting members

- Welcome, Confirm Quorum
  Ralph Womble

- Approval of September 22, 2016 Minutes
  Ralph Womble

- Collaborating with Winston Salem Arts Partners
  Chancellor Bierman
  
  Special Guests:
  - Jim Sparrow, President and CEO of The Arts Council of Winston-Salem and Forsyth County
  - Merritt Vale, President & CEO at Winston-Salem Symphony

- Advancement Update
  Edward Lewis
  
  UNCSA Foundation Board
  Cindy Liberty
  
  UNCSA Board of Visitors
  Judy Watson

- Other Business
  Ralph Womble

- Adjourn
  Ralph Womble
Advancement Committee of the Board of Trustees
University of North Carolina School of the Arts
Thursday, September 22, 2016
11:00 a.m.-12:00 p.m.
Eisenberg Social Hall South-Hanes Student Commons

Open Session
Minutes

Trustees Present
*Skip Dunn
*Phillip Horne
*Justin Poindexter
*Micheal Tiemann (ex-officio)
*Ralph Womble, Chair
*Anna Folwell

Committee Members Absent
*Greer Cawood
Tom Kenan (Emeritus)
*Erna Womble

*Denotes voting members

Administrators, Liaisons, Faculty, Staff Present
Amanda Balwah, Secretary to the University
Ward Caldwell, Vice Provost & Dean of Student Affairs, Student Affairs
Winn Decker, Intern
Jim DeCristo, Chief of Staff
David English, Interim Provost
David Harrison, General Counsel
Carin Ioannou, Chief Financial Officer
Cindy Liberty, Foundation Executive Director
Edward Lewis, Chief Advancement Officer
Tareake Ramos, Student Body President
Michael Rothkopf, Faculty Council Representative
Savannah Stanbery, Executive Assistant to the CAO/Development Associate
Judy Watson, Board of Visitors Liaison
Lauren Whitaker, Staff Council Representative

Convene Meeting and Opening Remarks
Chair Ralph Womble convened the September 22nd, 2016 meeting of the Advancement Committee of the University of North Carolina School of the Arts Board of Trustees

Approve Minutes from April 28, 2016 Meeting
Ralph Womble called for a motion to approve the minutes. Michael Tiemann moved; Phillip Horne seconded. The minutes were approved as presented.

Advancement Update
Advancement Internal Reporting
- FY16 year-to-date fundraising.
  o Ed thanked everyone for their time and financial support.
  o Exceeded the overall goal.
  o Goals were set based on previous years’ efforts and staffing at that time
  o Unrestricted-the highly successful Day of Giving raised approximately $32,000. However, at least $10,000 of these gifts were temp restricted.
In general, more donors seemed to be restricting their gifts this year.

Temp Restricted:
- The FY16 goal was exceeded even if Alex Ewing’s gift is not included.
- The variance from the prior year actual was due to a large spendable scholarship gift.

Permanently Restricted:
- This year’s goal was exceeded by a small unexpected bequest and a separate pledge in the last quarter of the year.
- The variance from the prior year actual was due to a $647,000 gift from the Benjamin Ward Estate the first month of FY15, which was anticipated to be received in FY14.

**FY16 Overview**
- Total Dollars Raised- A little over $9,000,000, which is 28% above FY15
  - ROI-for every $1 spent on total Advancement operations we raised $5.47
- **Annual Fund**
  - We saw a 10% decrease in Annual Fund donors.
  - While we also saw, in general, overall average individual gift size increase.
  - This is a national trend: fewer donors giving more.
- **Endowment**
  - Due to a downturn in the market in late 2015 we saw a decrease in our combined endowed funds.
  - However, we remain above the $50 million mark.
- **Alumni Giving**
  - While high due to several gifts from highly rated alumni donors, we see a decline in participation from previous years.
  - Higher rates occur during time of faculty retirements and/or passing. We did not have much of that in FY16.
- **One-Year Retention Rate**
  - Retention rates for our Annual Fund and Overall donors are slightly below the 2015 national average benchmark of 43%.
  - The numbers of re-engaged and new donors remain high.

**FY17 Overview**
- It is early in the year and we anticipate increased activity and giving as we head into the fall and later part of the calendar year. The fall appeal will go out in October.
- The Office of Advancement will be testing new projects with the intention of increasing unrestricted gifts to the Annual Fund.
  - In September, Advancement will send a pre-recorded message to donors from the past 2-3 years thanking them for their support of UNCSA. This will serve as a touch before the Fall Annual Fund appeal letter goes out in late October.
  - Advancement has developed a strategy to engage those patrons who attend performances but have not yet donated to the school. Targeted appeals will go to those individuals following seven select performances during the year.
    - At a later date, there may be an opportunity for Advancement to do a larger survey on patrons to learn what would get them further engaged with the school.
Day of Giving will take place this spring and build upon the success of last year’s event. More details will follow, but please mark your calendars for Thursday, April 27.

**Donor Cultivation and Solicitations**
- Advancement has had Strategic Plan/Priority Meetings with Chancellor and major donors and prospects
  - Created a new proposal format and successfully submitted several proposals to major donor prospects.
    - Wells Fargo will be our presenting sponsor for NextNow and next year.
    - Katharine Laidlaw is joining us in approaching First Tennessee who will once again sponsor The Nutcracker and newly join us for NextNow.
- The Dean’s Counsel for Excellence Program
  - At the request of the Deans, Advancement has worked to create a structure for Deans Council which was approved by the Deans last month. It can be tweaked as needed as it’s implemented.
  - Current donors and Deans Council members will not see a noticeable difference at first, but better stewardship
  - Advancement is working with deans to identify potential Deans Counsel members. We will be providing deans with research so they can make recommendations.
  - We’ll be shifting the language about Deans Counsel membership from transactional philanthropy to more relational philanthropy.
  - Any gift over $5,000 will qualify for an invitation to the Deans Counsel. Advancement will support 1 event for each arts school and assist with 2 letters for each art school.
  - Advancement will also provide customized stewardship for the Deans Counsel in collaboration with the deans. As we build up our team we’ll be able to provide better stewardship.
  - Advancement has put a process to make sure that anyone who is invited to the Deans Counsel truly understands why they’re being invited and the value of their membership.

**Events Update**
- This year there will be cultivation events of course to welcome new deans, staff and executives to UNCSA.
- The Hamlin Scholarship Endowment is less than $80,000 away from being fully funded at $300,000. Help us fund the Endowment by attending the Hamlin Scholarship Benefit on November 17.
- Save the date for NextNow 2017 which will be held on Saturday, February 25. NextNow, our annual scholarship fundraiser, will be in conjunction with Winter Dance. Tickets are on sale now!
- Advancement will host the Breakfast with the Chancellor for Parents Weekend.
- **Alumni Relations**
  - Advancement is working with the Music Dean on an alumni event in New York for the Met Opera debut of an alumna. There is a plan in the works to go to the final performance, Saturday, October 29th. Some key alums and donors in the New York Region will be invited.

**UNCSA Foundation**
- New Foundation Board Members: Dara Folan, Mary Perkins, and Taylor Shipley.
Foundation Board Finance Committee reviewed remaining list Temporarily Restricted Funds that are not spendable due to donor restrictions – recommended that these fund be released through the Attorney General’s Office. (Approximately $38K)

Finance Committee also reviewed and recommended New Check Routing Procedures to improve business model, New AP Spending Policies, and Updated Policy and Procedure Manual (excluding the personnel section which is not completed).

The third Guest Artist Luncheon will be November 4th at Forsyth Country Club. The featured artist will be Steve Freeman, the musical director for the upcoming musical SIDE SHOW. Two corporate sponsors have successfully been obtained for the luncheon: PLLC and Inmar, and SmithLeonard.

Audit is complete with no findings.

Over the summer the Executive Committee reviewed and approved the new AP Spending Policies, New Check Routing Procedures, and the Updated Policy and Procedure Manual (excluding the personnel section which is not completed).

Last year was the first year that year-end giving letters were sent out to donors. The letter that went out last year only included gifts given directly to the Foundation. This year the letter will also include gifts given through a third party organization such as a community foundation.

- This year, the year-end letters will go out in November.

**UNCSEA Board of Visitors**

- Over the summer the Nominating and Executive Committees met to clarify membership structure and propose an amendment to the bylaws. These changes were approved and will be implemented over this year.
- The next full Board of Trustees meeting will be on October 6th and 7th. At this time, the board will vote to approve the new BOV Chair.
- The Board is moving forward filling 12 active voting spots this spring.

**Strategic Plan Update**

Chair Michael Tiemann encouraged all BOT members to get more involved with these strategic plan initiatives. There will be additional meetings throughout this year surrounding these initiatives.

- Enhancing the Living and Learning Environment Initiative:
  - Campus Master Plan - Last year, funding was secured for a design study. Request for Qualifications (RFQs) are out. A small group from campus will make a designer selection, which will come to the Board for approval at a later meeting. Once a designer is selected, a design committee will work closely with the designer, the campus community as well as the external community to work through the process of planning.
  - Student Recruitment Campaign – The website was the first step in this. UNCSA brought in consultants to take a closer look at the Admissions Office and the scholarship awarding processes. The School will create a Customer Relationship Management position which will report to Digital Media. In addition, it has contracted with a comprehensive higher education and marketing firm to look at our recruitment materials and communications.
  - Building Advancement Capacity- Advancement hired a new Business Manager. They are continuing to search for Major Gifts Officers and the Manager of Donor Relations and Communications. The Manager of Alumni Relations position will be posted this fall. In preparation for the Campaign Advancement has worked with staff across campus on skill building, understanding the components of a Campaign and building infrastructure.
• Catalyzing Arts-Based Community and Economic Development Initiative:
  o Master Plan for the Stevens Center-$300,000 secured and the RFQ is out. Again, a small
group from campus will make a designer selection, which will later come to the Board
for approval. Once a designer is selected, a design committee will work closely with the
designer and the community to discuss opportunities for this property and the
surrounding area.
  o The Thomas S. Kenan Institute for the Arts is continuing its work and partnerships to
propel community and economic development and explore creative placemaking. For
example, there are several houses surrounding campus. They are in the process of
exploring opportunities for utilizing these spaces.
  o Susan Ruskin and the School of Film are involved in several exciting projects and
opportunities which are creating new learning opportunities for students as well as
elevating UNCSA on a larger platform within the film industry.
    ▪ Production company side: The School of Film worked on the post-production of
a film written and directed by Angus MacLachlan. UNCSA School of Film will
have their logo in the film credits along with a special thanks.
    ▪ High Point Project: Susan Ruskin and the Chancellor met with an architect to
discuss the space and what the opportunities could be with the film industry
down the road.
    ▪ Exploring other projects surrounding Virtual Reality technology.

UNCSA Naming Policy
• Following a recommendation from GG+A, Ed Lewis developed a formal Naming Policy for
UNCSA. This policy was modeled after UNC Chapel Hill and A&T’s naming policies.
• Establishing clear and consistent policies for naming buildings and activities encourages stronger
relationships among representatives of the University, donors, and advisors.
  o This will be UNCSA’s first naming policy and will be critical as we move into the
comprehensive campaign.
• As this policy is implemented, there will be opportunities built in for students to be included in
the process.
• Ed presented the Naming Policy to the Advancement Committee to put forth during the full
board meeting for a vote.
  o Skip Dunn made a motion and Phillip Horne seconded. The Policy was approved to
present to the full Board of Trustees for a vote.

Motion to go into Closed Session
Skip Dunn made a motion to go into Closed Session to prevent the premature disclosure of an honorary,
degree, scholarship, prize or similar award under N.C.G.S. 143-318.11(a)(2). Michael Tiemann seconded.

Returned to Open Session
• Ed responded to a question regarding how the Advancement Office identifies its donor pool.
While using the Strategic Plan as a guide for priorities, Advancement works closely in the
community and with the deans and the Chancellor to research, develop and cultivate a donor
pipeline.

Adjourn Meeting
The meeting was adjourned at approximately 12:05pm.
Advancement Report

Financial Report – An update will be provided during the Advancement Committee Meeting

- UNRESTRICTED
  - Annual Fund
    - As of 10/31/2016 the Annual Fund is on track for the FY17 unrestricted revenue goals.
    - The traditional Fall Annual Fund Appeal letter was mailed out October 28th to more than 22,000. This is our largest fundraising appeal each year and as of 11/11/2016, we received nearly $8,000 in response to it with an average gift of $100.
    - A follow up “bump” will be sent in early December to those who haven’t responded to the letter as well as email and social media touches to encourage people to support UNCSA by December 31.
    - As a precursor to the letter, student body president Tareake Ramos recorded a thank-you message that was pushed to voicemails of donors who supported UNCSA in the last two years.
      - We are tracking the impact of this message on gifts from these donors- if they make another gift or if they increase their gift. We are also testing several different aspects (copy and images, and delivery mechanism) of the fall appeal letters to see what resonates best with our donors.
    - We’ve had a positive response to the targeted appeals sent to people who attend select performances but haven’t yet made a gift to UNCSA. As of Nov. 1, three appeals had been mailed to 215 people, and we’ve received $519.95 in response.
    - We received a special gift to the Annual Fund from the estate of Clyde Fowler in addition to the other previous gifts from his estate. The approximate value of the gift was a little more than $73,000 which he specifically allocated to the Annual Fund. This gift will be applied to other funds raised to rename the visual arts studio after Clyde.

- TEMPORARILY and PERMANENTLY RESTRICTED An update will be provided during the Advancement Committee Meeting

- Donor Cultivation and Solicitations An update will be provided during the Advancement Committee Meeting

- Staffing
  - Senior Director of Development and Manager of Donor Relations and Communications positions have been filled
  - Manager of Alumni Relations position is currently posted and the committee has begun to review applications
• **Comprehensive Campaign**
  o On October 7, representatives from UNCSA presented the School’s comprehensive campaign application to the Winston-Salem Foundation’s Campaign Coordinating Committee for consideration on their campaign calendar.
  o UNCSA is on the calendar for January 2019. This is the period in which local corporations and foundations are expecting to be approached by the School.
  o Advancement is working with a local vendor for the first stages of the feasibility study

• **Events**
  o Fall semester’s cultivation and stewardship events were well attended and well received
    ▪ Our first-ever Breakfast with the Chancellor during Family Weekend generated positive relationships between current parents and the Chancellor and Deans. Many parents and students who attended appreciated the special opportunity to meet and hear from the Chancellor
    ▪ We celebrated the grand opening of the Library’s new gallery spaces, which were made possible by a generous gift from the Mary Duke Biddle Foundation in honor of Tom Kenan and by the work of the Art Committee
  o This past semester we held two fundraisers, both of which raised critical funds for their endowments
    ▪ The **Hamlin Scholarship Benefit is November 17** and will raise funds to close out the $80,000 gap to the $300,000 endowment goal. The fundraising committee has worked tirelessly to make this year our best fundraising year yet.
    ▪ The Guest Artist Luncheon netted approximately $12,000 for the Guest Artist Endowment.
  o We hope you will support **NextNow, UNCSA’s scholarship fundraiser**, which will be on **Saturday, February 25** in conjunction with **Winter Dance**. Those of you who attended last year know it will be an arts-immersive experience like no other. We’ve also confirmed that both of our honorary chairs, Dance alumni **Wanda Plemmons**, Executive Director of the Academy of Dance Arts and **Dwana Smallwood**, former principal dancer with Alvin Ailey American Dance Theater and Founder of Dwana Smallwood Performing Arts Center, will both be in attendance. In addition, special guest artists, members of the Paul Taylor II Company will also attend. This is your night to truly experience not just the artists of today, but the artists of tomorrow as well. Tickets and tables are on sale now and they make a great holiday gift!
  o This spring, we look forward to hosting special receptions to welcome Martin Ferrell, new Dean of High School; and a new Provost and Manager of Alumni Relations.
  o We will also host our second **Golden Pickle Reunion** and welcome back the Class of 1967 in May.

• **Alumni Relations**
  o On October 29, an alumni reception was held in NY to honor the Met Opera debut final performance of alumnus tenor René Barbera, ’08.
On November 1, an alumni reception was held in Washington, DC in conjunction with the TSKIA Board meeting to meet Chancellor Bierman, D&P Dean Michael Kelley and TSKIA Board members.

**UNCSA Foundation Board Report**

**Finance Committee**

- Reviewed the UPMIFA spending policy that had previously been approved for a 5-year time frame.
- Due to UNCSA Financial Aid Department’s request to receive scholarship numbers 1 month earlier, the valuation date has been moved back to October 31st instead of November 30th.

**Executive Committee**

- Approved the creation of an Ad-hoc Real Estate Development Committee
- Appointed Peter Juran to Chair the Committee
- Recruited Christ Chapman (prior Foundation Board Member) to be on the committee due to his development expertise.
- Reviewed changing the Foundation By-Laws to change the maximum number of board members from 21 to 25. The change is due to the addition of the Ad-hoc Committee and the need to recruit more members for the Advancement Committee in preparation for the Comprehensive Campaign.

**Advancement Committee Report**

- GALS event was a great success on November 4, 2016.
- 163 people attended the event and the sponsors were extremely pleased with the turnout and program. Steve Freeman, the musical director for the upcoming *musical SIDE SHOW* and the students really impressed the audience.
- Currently between the ticket sales, sponsorships, and gift directly to the endowment surrounding this event the net income should be approximately $12,000. $5,000 will go toward annual spendable and the balance will transfer to the endowment.
- Thus far, the UNCSA Foundation GALS Series has raised $15,000 in annual spendable funds and approximately $33,500 for the endowment for a total of approximately $48,500 since the board approved the Advancement Committee project in November 2014.

**Audit Committee Report**

- Reviewed the 990 from SmithLeonard and approved the filing.

**Foundation Board**

- Accepted the 990 for FYE 2016
- Approved one minor revision to Policy and Procedure Manual.
- Accepted the BOT’s letter regarding the Chancellor’s Discretionary Fund.

**Board Development Committee**

- Will be accepting nominations for potential board members. The focus of recruitment this year will be for the Advancement Committee and the Real Estate Development Committee.

**UNCSA Foundation Management LLC**
• Obtained Federal ID number.
• Created checking account.
• Purchase contracts on the Dize Awnings and Leonard Oil Properties have been assigned to the LLC.
• Due diligence process is underway – ECS has been contracted to complete Phase 1 of the Environmental Study.

Semans Art Fund

• 990 for FYE 2016 has been filed.

Thomas S. Kenan Institute for the Arts

• Revenue is included in the Advancement Fundraising Report
• Foundation is working closely with TSKIA on economic development and place-making.

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UNCSA Board of Visitors Report

• The October 6-7 meeting of the Board of Visitors was productive and informative.
  o Advocacy Committee decided to attend the 2017 NC Arts Day on March 29th, 2017. Due to the positive response from last year’s trip, they plan to invite a larger group next year.
  o Alumni Affairs Committee- Saturday, September 23rd 2017 will be a Family Fun Day at Anne and Steve Sessions’ farm. The goal is to reconnect with local alums.
  o Advancement Committee discussed the benefit structure. Advancement is looking at the benefits for all the respective volunteer groups.
  o Nominating Committee- The committee confirmed a list of potential candidates for new membership to the Board of Visitors. The committee will also research and define the qualifications for Member Emeritus status. They will begin by looking at peer institutions and how they handle this status for their boards.
• Following the positive feedback from last year’s giving plans, the Board of Visitors again received a follow up letter to the fall meeting as well as their individual philanthropy plans. This document detailed their giving for FY16 and suggested areas to give in FY17.
  o This allows board members to reflect on previous gifts and begin planning their giving for the year ahead.
• The spring Board of Visitors meeting will be on April 21, 2017. The board will vote on the slate of new members as well as celebrate the service of the membership and the Emeritus Members.
### University of North Carolina School of the Arts Foundation

#### Unrestricted

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<th>Revenues</th>
<th>Y-T-D Actual 10/31/2016</th>
<th>Prior Year Actual 10/31/2015</th>
<th>Variance from Prior Year</th>
<th>Variance From Projection</th>
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**UNAUDITED**
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## University of North Carolina School of the Arts
### Thomas S. Kenan Institute for the Arts

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**UNAUDITED**
ADVANCEMENT INTERNAL REPORTING
FY17 Year-to-Date Fundraising

YEAR-TO-DATE REVENUE AS OF 10/31/16

UNAUDITED
# Winter 2016 - Key Events

<table>
<thead>
<tr>
<th><strong>December 2016</strong></th>
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<tbody>
<tr>
<td>Th, F 1-2</td>
<td>Board of Governors Meeting (Chapel Hill)</td>
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<tr>
<td>Sun 4</td>
<td>Associates’ Salon@Six</td>
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<tr>
<td>M-Sat 5-17</td>
<td>Intensive Arts</td>
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<tr>
<td>Th, F 8-9</td>
<td>Board of Trustees Meeting</td>
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<tr>
<td><strong>F 9</strong></td>
<td><em>The Nutcracker opening night reception/performance</em></td>
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<tr>
<td>Sat 10</td>
<td>Nutcracker Feed</td>
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<tr>
<th><strong>January 2017</strong></th>
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<tbody>
<tr>
<td>T-Sun 3-8</td>
<td><em>An American in Paris</em> ( alum Garen Scribner) in Durham</td>
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<tr>
<td>T-Sun 10-15</td>
<td><em>An American in Paris</em> ( alum Garen Scribner) in Charlotte</td>
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<td><strong>F 13</strong></td>
<td>Giannini dinner then <em>An American in Paris</em> with talkback with alumni, Charlotte</td>
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<tr>
<td>Th, F 12-13</td>
<td>Board of Governors Meeting (Chapel Hill)</td>
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<td>Sat 28</td>
<td>Mozart Birthday Concert with reception provided by the Associates</td>
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<tr>
<th><strong>February 2017</strong></th>
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<tr>
<td>Sat 4</td>
<td>Closing Reception of the Clyde Fowler Exhibition</td>
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<tr>
<td><strong>Tue 7</strong></td>
<td><strong>Chancellor’s Circle Dinner, then Florencia performance</strong></td>
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<tr>
<td>Th, F 9-10</td>
<td>Board of Trustees Meeting</td>
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<tr>
<td>F 24</td>
<td>Board of Governors Meeting (Chapel Hill)</td>
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<tr>
<td><strong>Sat 25</strong></td>
<td><strong>Winter Dance and NextNow Scholarship Fundraiser, 5:30pm, Embassy Suites Grand Terrace</strong></td>
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