

**Advancement Committee of the Board of Trustees
University of North Carolina School of the Arts
Thursday, April 27, 2017
10:05am—11:05am
Eisenberg Social Hall South
Hanes Student Commons**

OPEN SESSION AGENDA

Advancement Committee

***Greer Cawood**

***Skip Dunn**

***Phillip Horne**

Tom Kenan, Emeritus

Justin Poindexter, Honorary

***Michael Tiemann** (ex-officio)

***Erna Womble**

***Ralph Womble, Chair**

***Anna Folwell**

Lindsay Bierman, Chancellor

Jim DeCristo, Chief of Staff

Edward Lewis, Chief Advancement Officer

Cindy Liberty, Foundation Executive Director

Jim Martin, Foundation Board Liaison

Michael Rothkopf, Faculty Council Representative

Savannah Stanbery, Dev. Assoc. /Exec. Assistant to the CAO

Anne Sessions, Board of Visitors Liaison

Lauren Whitaker, Staff Council Representative

****Denotes voting members***

- Welcome, Confirm Quorum Ralph Womble
- Approval of the February 9, 2017 Minutes Ralph Womble
- Advancement Update Edward Lewis
 - Day of Giving Amy Werner
 - UNCSA Foundation Board Cindy Liberty
 - UNCSA Board of Visitors Anne Sessions
- UNCSA Comprehensive Needs Lindsay Bierman
- Feasibility Study Overview Edward Lewis
- Other Business Ralph Womble
- Adjourn Ralph Womble

**Advancement Committee of the Board of Trustees
University of North Carolina School of the Arts**

Thursday, February 9, 2017

10:35 a.m.-11:35 a.m.

Eisenberg Social Hall South-Hanes Student Commons

Minutes

Trustees Present

*Greer Cawood

*Skip Dunn

*Anna Folwell

*Phillip Horne (*via phone for part of the meeting*)

*Justin Poindexter

*Michael Tiemann (ex-officio)

*Erna Womble

*Ralph Womble, Chair

Tom Kenan (Emeritus)

**Denotes voting members*

Administrators, Liaisons, Faculty, Staff Present

Amanda Balwah, University Secretary

Jim DeCristo, Vice Chancellor for Economic

Development & Chief of Staff

David Harrison, General Counsel

Katharine Laidlaw, Chief Marketing Officer

Cindy Liberty, Foundation Executive Director

Edward Lewis, Vice Chancellor for Advancement

Corey Madden, Executive Director of the Thomas S.

Kenan Institute for the Arts

Jim Martin, Foundation Board Liaison

Tareake Ramos, Student Body President

Savannah Stanbery, Executive Assistant to the

VCA/Development Associate

Anne Sessions, Board of Visitors Liaison

Greg Walter, Voice, School of Drama

Lauren Whitaker, Staff Council Rep

Convene Meeting and Opening Remarks

Chair Ralph Womble convened the February 9, 2017 meeting of the Advancement Committee of the University of North Carolina School of the Arts Board of Trustees at approximately 10:38 a.m.

Approve Minutes from December 8, 2016 Meeting

Ralph Womble called for a motion to approve the minutes. Erna Womble moved; Skip Dunn seconded. The minutes were approved as presented.

Advancement Report

Vice Chancellor for Advancement Ed Lewis provided the following report on the FY17 year-to-date fundraising:

Unrestricted Revenue

- The Annual Fund is at 84% of its targeted budget goal, raising just over \$442,000. Even discounting an unexpected large gift, the Annual Fund was on track with budgeted projections for this fundraising period.
 - Advancement has found that when the office prepares donors for upcoming asks, a better response rate results, therefore this office is testing different mechanisms for this.
 - For example, this past fall, Student Body President Tareake Ramos recorded a thank you message which was sent to donors' voice mailboxes.
- The Spring direct mail appeal is scheduled to drop at the end of March.
- Please Save the Date for our second annual online Day of Giving initiative which will take place on Thursday, April 27.

Temporary Restricted and Permanently Restricted Revenue

- Advancement is ahead of the budgeted target at this point, tracking about the same as last fiscal year at this time, even if we do not include the \$10 million gift.
- Advancement and the Foundation are working on revamping endowment account agreements to be reviewed and approved by the Foundation Board Executive Committee. Once approved, the \$10 million gift will be allocated into the appropriate temporarily and permanently restricted accounts.
- The revenue chart also tracks what is coming in through the Thomas S. Kenan Institute for the Arts as well as gifts that come in on the State-side including gifts in kind.

Donor Cultivation and Solicitations

- The Advancement team participated in a workshop to review the results of its Target Analytics update and is working to build and refine donor/prospect portfolios and develop and implement appropriate strategies.
 - The analytics revealed that our internal review of donor/prospect base was in alignment with the results of the update.
 - Through predictive modeling and ratings, we are now better able to identify viable major gift donors and prospects to more strategically target our fundraising efforts.
 - Interesting to note that our alumni hubs and concentration of donors also aligned.
 - There were also a lot of strong opportunities, as well as a few nice surprises about potential planned giving candidates.

Staffing

- The Major Gift Officer position closed on February 13, however the position is open until filled.
- Manager of Alumni Relations: The search committee has narrowed the pool to three candidates who will interview on campus in early February.
 - The Search Committee is made up entirely of alumni representing almost every decade of the School. The interview process allows for campus interactions as well as a reception with local alumni.
 - The Major Gift Officer will work closely with the Manager of Alumni Relations in cases where alumni may have high capacity.

Comprehensive Campaign

- Feasibility Study
 - An internal campaign feasibility study committee has been convened and compiled and reviewed the list of interviewees.
 - A Statement of Need has been created and will be emailed to the list of approximately 60 study interviewees to be discussed at their interviews.
 - Interviews are underway in NC and in NY.
 - An emailed survey will be created for alumni input.
- Advancement continues to solicit gifts during the quiet phase of the Campaign.
- The short-term goal is to achieve the half-way point of the \$50 Million goal by the time we enter the public phase of the Campaign in spring of 2018.

Events Update

- UNCSA's annual scholarship fundraiser NextNow 2017: Classic Meets Cutting Edge is February 25. Ticket sales close on Tuesday the 14th and February.
- A special thank you goes out to our donors who have purchased sponsorships and tickets. We are close to reaching the \$50,000 goal!
- On March 9 there will be a special reception to welcome Martin Ferrell, Dean of the High School.

- Advancement is beginning plans now for FY18's events. We continually strive to produce engaging, educational and strategic events. If you have any feedback on past events, please share that with the Advancement Office.

UNCSA Foundation Board

- Advancement Committee Report
 - As of December 31, 2016 – board member giving for the fiscal year is at 90%.
 - Advancement Committee will meet in March to start planning for the next GALS event, which raises money for the Guest Artist Endowment.
 - Currently raised \$35,000 toward the endowment and \$15,000 for spendable purposes.
 - The goal for the endowment is \$125,000.
- Foundation Board
 - Accepted the letter designating fiduciary oversight of the Thomas S. Kenan Institute Fund for the Arts from the Board of Trustees-retroactive to July 1st.
 - Approved the Endowment Distribution Calculation for FY 2018.
 - Reviewed governance Memorandum of Understanding regarding the South Main Street development.
- Finance Committee
 - Met and reviewed the 2nd quarter financial statements and discussed the gift annuity liabilities that are outstanding from the early 1990s.
- 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. There will be 7 potential slots available.
 - Mark Oliver, Lee LaVallee and Michael Ryden board terms end this year.
 - The board voted to expand the maximum number from 21 to 25 to assist with the Campaign and real estate developments in the near future.
 - The group discussed some potential nominees for the Foundation Board.
- UNCSA Foundation Management LLC
 - Due diligence is still in process – Phase 2 Environmental Studies are completed.
 - The Foundation Board will meet to review the results and determine whether or not to move forward once complete.
- Semans Art Fund
 - Student Grants are due to the Art School Deans on February 10, 2017.
 - Semans Art Fund Board Meeting is scheduled for March 31, 2017.
- Thomas S. Kenan Institute for the Arts
 - Foundation is working closely with TSKIA on economic development and place-making.
- Office of Advancement
 - Year End Donor Reports went out at the end of January.
 - This year, the reports include soft credits.
 - Gearing up for the budget process which will begin in mid to late February.

UNCSA Board of Visitors

- New Board Chair Anne Sessions has met with the Office of Advancement to begin planning the year ahead for the Board of Visitors.
- The full board will vote on a slate of new members during the spring meeting on April 21.
- Upcoming projects include:

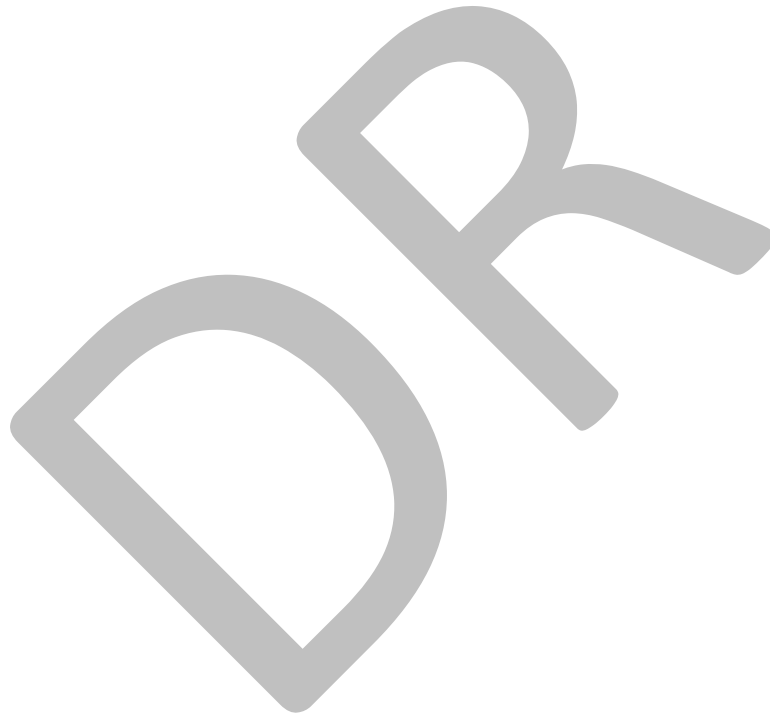
- Refining the board's Member Emeritus status.
- Introducing a new board management tool, BoardMax.
- Preparing for a new board member orientation.
- Planning for an alumni event in the fall which will include local alumni and their families.

Other Business

- The Office of Advancement anticipates that it will have the Feasibility Study results by the end of March/early April. Advancement plans to share the Feasibility Study results, in addition to an itemized list of needs, with the Advancement Committee during the April meeting.
- The Campaign Case statement will be developed out of the results of the Feasibility Study, this along with a final list of needs, per the campaign goal, will be shared with the public at the appropriate opportunity.
- Chair Ralph Womble assured the Advancement committee that he has spoken with Vice Chancellor for Advancement Ed Lewis and feels secure in the process and that the Campaign Case Statement, once finalized, will be appropriately detailed in order to share the needs of UNCSEA and how those relate to the Campaign goal.

Adjourn Meeting

The meeting was adjourned at approximately 11:02 a.m.



Office of Advancement Report

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

- **UNRESTRICTED**
 - **Annual Fund**
 - As of March 31, 2017, the Annual Fund raised \$483,780. This is on track with our budget projections. \$46,000 remains to be raised between now and June 30 to achieve budget projections. We fully expect to accomplish this.
 - To date, we've received gifts from 699 donors and the average gift (non Giannini Society -- below \$1,500) was \$147.58.
 - A special appeal was sent to parents of graduating students to purchase a commemorative brick. Twenty-seven people ordered bricks and they will be installed before graduation on May 6th.
 - The Spring Appeal has been mailed, and we are in the process of developing our strategy for FY18.
 - **Day of Giving**
 - The first Day of Giving was April 7, 2016 and it was a success!
 - Our goal was to receive a gift of any size from 200 donors. We received gifts from 286 donors, unlocking a challenge grant from Tom Kenan.
 - We had separate challenge grants for alumni in each of the five arts schools. D&P was able to unlock their challenge.
 - **April 27 is our second annual Day of Giving**, this is the anniversary of the **Dial for Dollars campaign** that helped to cement Winston-Salem as the home of UNCOSA.
 - This year's campaign is called "**The Art of Giving.**" Our overall goal is 300 donors, and within that- a goal of 25 alumni from each art school.
 - We have a challenge grant again this year that will unlock \$5,000 in funding for the university if we reach 300 donors.
 - If the art schools reach their alumni goals, then \$1,000 in funding will be unlocked for each school.
 - That's a total of \$10,000 additional funds. We're suggesting a donation of \$19.65 in honor of the year we opened our doors.

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

- **Donor Cultivation and Solicitations**
 - The Chancellor, Vice Chancellor for Advancement and Advancement staff continue to cultivate and solicit major gift donors and prospects.
 - Sr. Major Gift Officer Ted Johnson is working with current and potential Encore Society members to document their bequest intentions.

- **Staffing**
 - The Manager of Alumni Relations search did not yield a successful candidate. The position has reposted and the committee will begin the interview process in May.
 - The search committee for the Major Gift Officer position will bring finalists to campus this month for interviews.

- **Comprehensive Campaign Process Update**
 - **UNCSA Comprehensive Needs-** *An update will be provided during the Advancement Committee Meeting.*
 - **Feasibility Study-** *An overview of the Study will be provided during the Advancement Committee Meeting.*

- **Events**
 - **NextNow**
 - NextNow 2017: Classic Meets Cutting Edge was another successful fundraising event for UNCSA scholarships.
 - It was supported by 298 guests, which included new friends, donors, board members, corporate sponsors, alumni, parents and students.
 - Attendees were wowed by how the Embassy Suites Grand Terrace was transformed, impressed with the creative use of the elevators and balconies, and tickled by the pop up dance performance, featuring the Chancellor.
 - We again exceeded our revenue goal of \$50,000, netting a total of just under \$73,000.
 - This is the fourth-year in a row that our scholarship fundraisers/galas have exceeded the revenue goals.
 - Plans are underway for NextNow 2018.

 - **Annual Scholarship Luncheon**
 - Donors, students and scholarship contacts enjoyed the 2017 Annual Scholarship Luncheon on March 29th.
 - Filmmaking student, Trent Spivey, gave an inspirational speech about the impact of scholarships in both his and his classmates' lives, and Music student, Gustavo Antoniacomi, performed a beautiful Tchaikovsky piece.
 - Attendees also watched our scholarship impact video, which was also shared at NextNow. You may view this video on Facebook and on the NextNow event page on our website.

 - **Upcoming Events**
 - We are continuing efforts to cultivate relationships with new patrons with the help of Team NextNow, an ad-hoc committee headed by Sue Henderson. On May 3, the Chancellor will host members of this demographic at the Loft for a focus group conversation and reception to learn ways we may continue to engage with them.
 - May 5-7, UNCSA Drama students perform alongside the NC Symphony in a semi-staged production of *The Pirates of Penzance*. On May 6, a group from Winston-Salem will travel to Raleigh to watch the concert and enjoy a post-concert reception with the performers. Please check with Courtney Deakle for space availability if you wish to attend (deadline is April 27). Invitations were sent early April.

- The Class of 1967 will visit campus May 12-13 for their golden jubilee celebration—Golden Pickles Weekend. They will enjoy tours of campus and downtown and a cocktail reception with current/former faculty and staff on Friday and participate in the High School Commencement Ceremony on Saturday. If you would like to attend the Friday reception, please let Courtney know.
- Planning for FY2018 events has begun.
- For event inquiries, RSVPs, or questions, please contact Courtney Deakle now through August.

UNCSA Foundation Board Report

- **Advancement Committee Report**
 - Board Member giving for the fiscal year is at 90%
 - Advancement Committee met in March to start planning for the next GALs event
 - Will ask the Corporate Sponsors to renew support this year
 - Planning to add an additional corporate sponsor if possible
 - Deans are getting potential guest artist information together for the fall
 - Event is as much about Friend Raising as it is about Fundraising
- **Foundation Board**
 - Board met on February 28th to approve loan conditions and property acquisition.
 - On March 3rd, an impasse was reached with the property seller and due to advice from external experts the deal was halted.
 - Earnest Money Funds have been recouped on one property to date.
- **Finance Committee**
 - Next Meeting is scheduled for April 18th
 - Prior meeting, the committee voted to transfer funds from unrestricted to offset the annuity liability for those that outlived their projected life. Two annuities are now liabilities.
- **Board Development Committee**
 - Meet in March and has recruited 5 new members to date.
 - The next meeting is scheduled for April 25th.
- **UNCSA Foundation Management LLC**
 - Property contracts have lapsed and earnest funds are being recouped.
 - Re-evaluating
- **Semans Art Fund**
 - Semans Art Fund Board met on March 31, 2017.
 - SAF Board award \$135,000 in student grants and Dean's discretionary.
- **Thomas S. Kenan Institute for the Arts**
 - Budget is in process for FY 2018.
- **Foundation**

- First Draft of Budget will be presented at April 18th Finance Committee Meeting
- Executive Committee will meet on April 25th with member of the BOT Advancement Committee for Feasibility Presentation from Capital Development.

UNCSA Board of Visitors Report

- The Board of Visitors spring meeting will be held on campus April 21.
- During this meeting, the board will:
 - Vote on a slate of 12 nominees
 - Celebrate the service of those rotating off the board as well as the Members Emeritus
 - Learn about BoardMax - a new software tool the Foundation Board has implemented with great success
- The Nominating Committee will take the lead this summer in planning the New Member Orientation for the fall. The committee will also review the process for nominating Members Emeritus
- The Alumni Affairs Committee will be working with Advancement to plan a local alumni event in late September at the Sessions farm. This event will engage local alumni and their families and also serve as an introduction of the new Manager of Alumni Relations who we hope to have in place by this time.

ADVANCEMENT INTERNAL REPORTING

FY17 Year-to-Date Fundraising

University of North Carolina School of the Arts Foundation						
Unrestricted						
	Y-T-D					
	Prior Year	Y-T-D		Variance from	Variance	FY 2017
	Actual	Budget	Y-T-D Actual	Prior Year	From Projection	Budget
	3/31/2016	3/31/2017	3/31/2017			
Revenues						
Gifts and Grants	\$406,914.37	\$429,000.00	\$483,775.14	\$76,860.77	\$54,775.14	\$530,000.00
Miscellaneous income	\$2,349.67	\$0.00	\$5,351.61	\$3,001.94	\$5,351.61	\$0.00
Total Revenues	\$409,264.04	\$429,000.00	\$489,126.75	\$79,862.71	\$60,126.75	\$530,000.00

University of North Carolina School of the Arts Foundation						
Temporarily Restricted						
	Y-T-D					
	Prior Year	Y-T-D		Variance from	Variance	FY 2017
	Actual	Budget	Y-T-D Actual	Prior Year	From Projection	Budget
	3/31/2016	3/31/2017	3/31/2017	Actual		
Revenues						
Current Scholarship Gifts	\$391,738.50	\$339,196.00	\$652,651.28	\$260,912.78	\$313,455.28	\$452,250.00
Gifts and Grants	\$1,444,064.72	\$1,128,251.00	\$11,290,444.90	\$9,846,380.18	\$10,162,193.90	\$1,504,375.00
Miscellaneous income	\$204,954.43	\$159,461.25	\$144,148.18	(\$60,806.25)	(\$15,313.07)	\$212,623.00
Total Revenues	\$2,040,757.65	\$1,626,908.25	\$12,087,244.36	\$10,046,486.71	\$10,460,336.11	\$2,169,248.00

University of North Carolina School of the Arts Foundation						
Permanently Restricted						
	Y-T-D					
	Prior Year	Y-T-D		Variance from	Variance	FY 2017
	Actual	Budget	Y-T-D Actual	Prior Year	From Projection	Budget
	3/31/2016	3/31/2017	3/31/2017	Actual		
Revenues						
Current Endowment Gifts	\$725,756.02	\$462,250.00	\$1,816,702.41	\$1,090,946.39	\$1,354,452.41	\$617,500.00
Total Revenues	\$725,756.02	\$462,250.00	\$1,816,702.41	\$1,090,946.39	\$1,354,452.41	\$617,500.00

UNAUDITED

ADVANCEMENT INTERNAL REPORTING

FY17 Year-to-Date Fundraising

University of North Carolina School of the Arts						
Temporarily Restricted						
	Y-T-D Prior Year Actual 3/31/2016	Y-T-D Budget 3/31/2017	Y-T-D Actual 3/31/2017	Variance from Prior Year Actual	Variance From Projection	FY 2017 Budget
Revenues						
Gifts and Grants	\$42.00	\$0.00	\$21.00	(\$21.00)	\$21.00	\$0.00
Gifts and Grants - Gifts in Kind	\$19,957.24	\$0.00	\$72,867.88	\$52,910.64	\$72,867.88	\$0.00
Miscellaneous income	\$0.00	\$0.00	\$540.00	\$540.00	\$540.00	\$0.00
Total Revenues	\$19,999.24	\$0.00	\$73,428.88	\$53,429.64	\$73,428.88	\$0.00

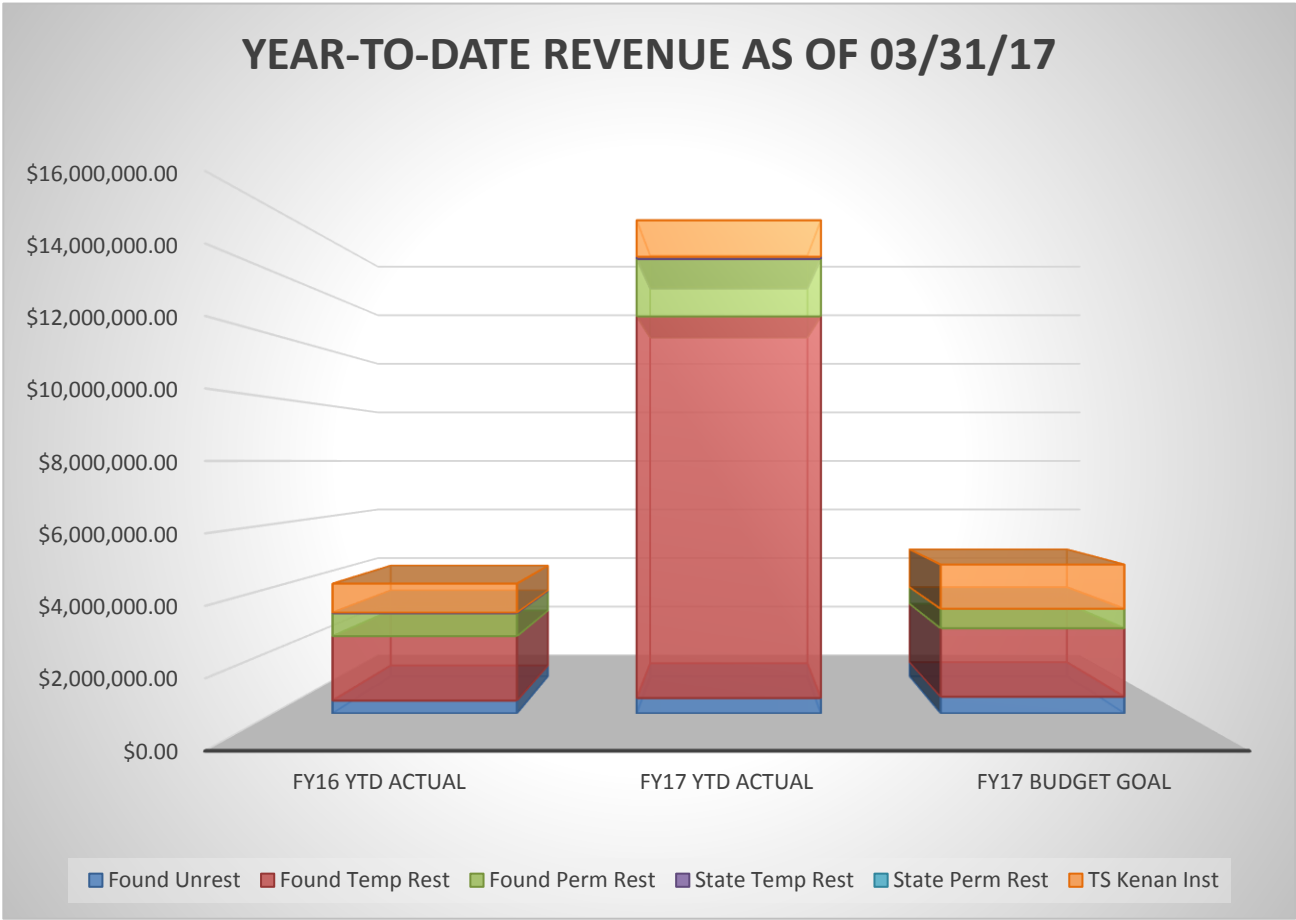
University of North Carolina School of the Arts						
Permanently Restricted						
	Y-T-D Prior Year Actual 3/31/2016	Y-T-D Budget 3/31/2017	Y-T-D Actual 3/31/2017	Variance from Prior Year Actual	Variance From Projection	FY 2017 Budget
Revenues						
Current Endowment Gifts	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Revenues	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

University of North Carolina School of the Arts						
Thomas S. Kenan Institute for the Arts						
	Y-T-D Prior Year Actual 3/31/2016	Y-T-D Budget 3/31/2017	Y-T-D Actual 3/31/2017	Variance from Prior Year Actual	Variance From Projection	FY 2017 Budget
Revenues						
Gifts and Grants	\$908,044.50	\$1,081,250.00	\$1,154,785.33	\$246,740.83	\$73,535.33	\$1,400,000.00
Miscellaneous income	\$9,270.25	\$0.00	\$50.00	(\$9,220.25)	\$50.00	\$0.00
Total Revenues	\$917,314.75	\$1,081,250.00	\$1,154,835.33	\$237,520.58	\$73,585.33	\$1,400,000.00

UNAUDITED

ADVANCEMENT INTERNAL REPORTING

FY17 Year-to-Date Fundraising



UNAUDITED

Spring 2017 - Key Events

April 2017

M-Tue	3-4	Drama Showcase NYC
W	5	Associates Salon @ Six
W	5	NY Alumni event
F	7	BOG Meeting (Chapel Hill)
Sat	8	Governor's Club visit (includes tour and <i>Right You Are</i> performance)
Sun	9	Encore Circle Afternoon Tea and <i>Right You Are</i>
F	21	BOV Spring Meeting and Recognition Reception
Th,F	27-28	BOT Meeting
Th	27	Day of Giving
F	28	D&P Portfolio Review

May 2017

M	1	Drama Dean's Council Reception
W	3	Cocktails and Conversation
F-Sat	5-6	Drama Students perform with NC Symphony <i>Pirates of Penzance</i> , Raleigh
Sat	6	Donors invited to <i>Pirates</i> performance at post-show reception, Raleigh
Sat	6	College Commencement
Sun	7	Drama Students perform with NC Symphony <i>Pirates of Penzance</i> , Wilmington
Tue-Th	9-11	TSKIA Board Meeting, Asheville
W	10	GAC Year-End Party/ New Giannini Reception
F	12	Reception with '67 Alumni
F-Sat	12-13	Class of '67 Golden Pickles weekend
Sat	13	High School Commencement
F	19	BOG Meeting (Chapel Hill)

***Items in BOLD are Advancement/Donor Events.**