

February 23, 2023
10:30 a.m. – 12:00 Noon
University of North Carolina School of the Arts
Virtual Meeting

COMMITTEE MEMBERS:

David Broughton, Foundation Board Liaison
*Greer Cawood
*Skip Dunn
*Rhoda Griffis
Clare Jordan, Board of Visitors Liaison
Tom Kenan
*Mark Land (ex-officio)
*Kyle Petty, Advancement Committee Chair
*--*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
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
Cindy Liberty, Executive Director, UNCSA Foundation
Rich Whittington, Associate Vice Chancellor for Advancement
Tanya Dunlap, Executive Assistant to the VCA & AVCA
Kait Dorsky, Faculty Council Representative
Latonya Wright, Staff Council Representative

AGENDA

OPEN SESSION

1. Call to Order and Confirm Quorum Kyle Petty
2. Approval of Minutes from the December 1, 2022 Meeting..... Kyle Petty
3. Advancement Committee Report
 - a. Advancement Report Lissy Garrison
 - b. UNCSA Foundation Board Report Cindy Liberty
 - c. Thomas S. Kenan Institute for the Arts Report Kevin Bitterman
 - d. Strategic Communications Report..... Claire Machamer
4. Other Business..... Kyle Petty
5. Adjourn..... Kyle Petty

OPEN SESSION MINUTES

December 1, 2022

SAAB 306

10:30 a.m.

COMMITTEE TRUSTEES PRESENT

David Broughton (*Liaison to the Foundation Board*), Clare Jordan (*Liaison to the Board of Visitors*), Rhoda Griffis, Mark Land (*Ex-officio*), Kyle Petty

COMMITTEE TRUSTEES ABSENT

Greer Cawood, Skip Dunn, Tom Kenan, Paul Tazewell (resigned)

COMMITTEE STAFF PRESENT

Travis Andrews, Amanda Balwah, Kevin Bitterman, Jim DeCristo, Kait Dorsky (*Faculty Council Rep*), Tanya Dunlap, Lissy Garrison, David Harrison, Cindy Liberty, Claire Machamer, Rich Whittington, Latonya Wright (*Staff Council Rep*)

COMMITTEE STAFF ABSENT

All members present

OTHERS PRESENT

Jeffrey Bullock, Wendy Emerson, Sara Emery, Patrice Goldman, Graydon Pleasants, Lynda Lotich, Angela Mahoney, Provost Patrick Sims, Anne Watkins, Amy Werner, Rachel Williams, Ralph Womble, Shannon Wright

CONVENE MEETING

Committee Chair Kyle Petty, convened the December 1, 2022, Advancement Committee Meeting at 10:31 a.m.

CONFIRMATION OF QUORUM

Kyle Petty confirmed the committee had reached a quorum.

APPROVAL OF MINUTES

Kyle Petty asked the committee members to review the minutes from the September 29, 2022 meeting. He then called for a motion to approve the minutes as presented.

MOTION: Kyle Petty moved to approve the minutes from the September 29 meeting, and Mark Land seconded the motion. The minutes were unanimously approved.

Kyle Petty introduced Vice Chancellor for Advancement Lissy Garrison.

ADVANCEMENT REPORT

Vice Chancellor for Advancement Lissy Garrison provided the Advancement Report.

Vice Chancellor Lissy Garrison shared a Review of the Advancement Strategic Framework.

Review of Strategic Framework

- First three areas – focus is directly related to core work
 - Fundraising
 - Pipeline
 - Alumni Engagement
- Next two areas – related to core work
 - Events
 - Stewardship
- Final three areas – related to our infrastructure
 - Organization/People
 - EDIB
 - Philanthropic Priorities
- **Fundraising**
 - Update for our fundraising progress to date vs our goal of \$8.5M.
 - Currently, we do not have an automated real-time recording. We are working to improve this process, but for now, reporting can be up to a month behind.
 - Looking at progress from July through October; we are at about 16% of goal.
 - we are seeing continued strength in principal gifts (consistent with our historical fundraising trends) and continue to see growth opportunities in major gifts.
 - Actuals year-to-date plus forecast in the current pipeline indicates FY23 projection of \$7.8M. We are working to increase this number to achieve our \$8.5M goal.
- **Pipeline**
 - Excited to report that we have turned on some taps for new prospects via parent philanthropy and gift planning.
 - Shannon Wright is the lead with the Inaugural Parent Philanthropy Program. During Leadership Weekend we hosted a parent luncheon and meeting on campus.
 - We have launched a new gift planning section of our website, which has generated leads for two seven-figure gifts that will soon close.
 - Additional sources for building pipeline are related to partnerships:
 - Academic Partners - Provosts and Deans
 - Quarterly Meetings with each Dean
 - Advancement, Provost, and several Deans are scheduled to attend the CASE Conference for Academic Leaders in Miami, FL on January 17 – 20, 2023
 - Working with Boards to look for referrals with new prospects who could lead to philanthropic relationships
 - Introducing Fundraiser metrics; building capacity and best practices to the work of advancement
- **Alumni Engagement**
 - Many reasons to have a deeper focus on alumni engagement.
 - Building a pipeline toward eventual fundraising opportunities
 - Develop a reputation for the university, recruitment
 - Networking and for the support of our graduates
 - This year we have expanded our alumni engagement activities, including:
 - Homecoming (will now be an annual tradition each fall)

- NYC – met alumni in a group and individual meetings
- On-line platform UNCSEA Connects
- Virtual Townhalls and a much larger event in NYC are scheduled for 2023

• **Events**

- We are leveraging events to invite new participants and cultivate new relationships.
- We have implemented new levels of tracking and recording event outcomes, including both qualitative and quantitative measures.

• **Leadership Weekend**

- We brought together our reactivated Board of Visitors with volunteer leadership from across the university for an inaugural leadership weekend on campus.
- Clare Jordan, New Chair for the Board of Visitors (BOV) and Liaison for the BOT spoke about the BOV.
 - Board is reactivated and developing a redesign focusing on national advocacy and including a strong focus on alumni connections.
 - First in-person meeting held in October, after not meeting for the past couple of years.
 - BOV spring meeting will take place on April 14 – 17 in NYC; Arts Day on April 18, and Fall meeting for 2023 will be held on campus.

• **Stewardship**

- Focus on thanking donors and demonstrating the impact of their giving.
- We have revamped our acknowledgement process to include more participation by deans and academic partners.
- Instituted “Impact Reporting” for overall and individual impact reports.
- Our Stewardship Portal continues to enable us to share and collect stories and connect stories with donors, and it is a great tool to use for sharing and creating impact stories

• **Organization and People**

- New Employees
 - Tanya Dunlap, Executive Assistant to VC /AVC on 10/3
 - Sarah Cominsky, Development Associate on 11/1
 - Sarah Kelly, Alumni Engagement Coordinator on 11/1
 - Ann Davis-Rowe, Foundation Executive Assistant on 11/1
- Departing
 - Jaclyn Day, Direction of Annual Giving, last day on 11/30

• **EDIB**

- Working on our efforts as a team to include appropriate statements in our search.
- Searches and hiring pools are diverse.
- Team training sessions held and another to be held in the spring.
- Looking for Philanthropic opportunities to support the EDIB initiatives on campus.
- 2+M proposal pending to support POSSE Scholarships; Diversity Merit Scholarships.
- We will soon be meeting with a group to discuss ways of engaging the community to participate in philanthropic opportunities across the campus.
- Continuous work with the committee for the search of the Inaugural Chief Diversity Officer.

- **Philanthropic Priorities**

- It is a commitment of the Chancellor and VC to have the university level philanthropic priorities identified and vetted to share at the next board meeting in March.
- Schools and units to have an outline to start FY24.

Foundation Executive Director Cindy Liberty provided the Foundation Report

UNCSA FOUNDATION REPORT

Foundation Board

- Endowment Reinvestment Policy was approved by the Foundation Board
- New policy to define what is “Anonymous.” In the policy, it defines different levels of anonymous. The policy has been approved by the Foundation Board
- Audit is completed and waiting on 990
- Mark Land asked about which funds will be affected by the reinvestment policy?
- Cindy stated the concern is that when a donor makes an original endowment agreement that may be limited to the number of students and the amount has grown over a long period of time. Due to the parameters, the university is unable to extend the benefits to additional students to use the funds. The new policy will allow reinvestment of the funds into the endowment.

Semans Art Fund Board

- Audit is complete and waiting on 990

Foundation Staff

- Fundraising registration extensions are completed and waiting for the 990
- Implementing new technology to streamline process. Testing new software over the next couple of months.

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

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

Strategic Planning Update

Executive Director Kevin Bitterman announced that 8 Bridges Workshop was selected to partner with Thomas S. Kenan Institute for the Arts on its strategic planning process.

Based in St. Paul, MN, the firm has worked with many arts service organizations along with private and family foundations across the country on program design, strategy, evaluation, and field scan reports. They have also worked with several centers and institutes within colleges and universities - similar to how the Thomas S. Kenan Institute for the Arts is positioned at the intersection of UNCSA and the larger creative sector.

In many ways, 8 Bridges Workshop understands the ways in which cultural organizations are facing significant challenges and charting the way forward in our changing times. And, in the case of art schools and conservatories, they have a keen interest in how artmaking is undergoing shifts which require both the reexamination of curriculum and traditional ways of preparing students and artists for the future.

The Institute's planning process will take place in four phases between now and May 2023. This schedule is focused on a 6–7-month process; 8 Bridges Workshop is aware of our need to consider emerging needs across the creative sector, greater alignment with the UNCSCA Forward Strategic Plan and EDIB Framework, and current areas of inquiry for the Thomas S. Kenan Institute for the Arts. They also recognize how this is a moment to celebrate the contributions made by the Kenan Institute for the Arts over the last 30 years to support UNCSCA and the creative sector in the Southeast.

The 8 Bridges Workshop team will be on campus in early January for meetings with the campus and local community. Kenan Institute staff is in the process of finalizing the strategic planning task force and focus groups. We will also host several ideation sessions and incorporate data collected from the 2022-23 National SNAPP Survey to inform our approach for future grants, fellowships, support services, and strategic partnerships.

Vice Chancellor for Strategic Communications Claire Machamer gave the Strategic Communications Report.

STRATEGIC COMMUNICATIONS REPORT

Nutcracker

- Mercedes Benz of Winston-Salem and David Neill will be a presenting Sponsor.
- Across the board sponsorship total \$50K.
- 80% sold out at this date.
- \$450,000 raised in tickets sales, we will reach the goal of \$500K.
- Great media blitz about the program.

News and Features

- School of Drama ranked #4; incredible to be in the ranking with the top three drama schools in the nation.
- School of Filmmaking has been ranked in every publication in their industry and ranking for Film Scoring program received since the last meeting.
- Chancellor Cole named "A Power Player for the Triad Business Journal."
- Dean of Dance arranged a visit to have a conversation with Misty Copeland. The conversation was to speak about Black role models in ballet and what it's like to be a person of color in the industry. We were given permission to record and shared the conversation on our website and other social media platforms.
- This opportunity was great to share how our Deans are positioned in their industry and the talent that we can bring to campus.

Marketing

- Work on the branding campaign continues with SimpsonScarborough.
- Totally new look for the university and influencing all advertising content.
- Team is working to complete and share updates in January 2023.
- No longer look of black and white photography and the Power and Creativity campaign.
- New features to include full vibrant colors, going toward a totally different direction.

Updates

- The implementation process for "Pathify" continues with Strategic Communications, Student Affairs, and Information Technology.
- This is a one-stop shop giving access to see classes, grades, and financial obligations. Using desktop and mobile devices.
- Early phase will start with our students. Rollout for faculty and staff planned for a later date.
- Software is also used by other universities in the UNC system.

New Employee

Natalie Shrader, Director of Digital Media

OTHER BUSINESS

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

ADJOURN

Committee Chair Kyle Petty asked for a motion to adjourn at 11:14 a.m.

MOTION: Kyle Petty made a motion to adjourn. Mark Land seconded. Meeting was adjourned at 11:14 pm.

ADVANCEMENT REPORT

Vice Chancellor for Advancement

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

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

Fundraising

Year-to-date July 1, 2022 – January 31, 2022

	Goal	YTD	YTD %	# Gifts	Add'l Projected	Projected Total	Projected %
Principal Gifts \$1M+	\$3,800,000	\$4,132,211	109%	2	-	\$4,132,211	109%
Major Gifts \$25-999K	\$3,000,000	\$2,645,971	88%	20	\$1,018,750	\$3,664,721	122%
LAG \$1K - \$24,999	\$1,425,000	\$747,882	52%	211	\$71,250	\$819,132	57%
Annual <\$1K	\$275,000	\$116,345	42%	990	\$158,655	\$275,000	100%
TOTAL	\$8,500,000	\$7,642,409	90%	1,223	\$1,248,655	\$8,891,064	105%

Bequests YTD - \$1,725,401

This represents 23% of total \$ YTD; 19% of projected total \$ in FY23

- With seven months completed (58% of the year), we have raised \$7.6M vs a goal of \$8.5M (90% of goal). We project fundraising for FY23 to total approximately \$8.9M – or 105% of our stated goal.
- We have already exceeded our goal in principal gifts (\$1M+) and major gifts (\$25-999K). Notable gifts in these categories include a gift of \$2.2M to fund three years of scholarships for our Posse program, and five new bequests, ranging in value from \$25-993K.
- With Day of Giving around the corner (April 27), we expect to hit our target in annual gifts. Current projections for leadership annual giving (\$1-24.9K) show hitting 57% of goal this year. We are working on expanding the pipeline for these gifts in hopes of adding to that projection and coming closer to our original LAG goal.

Leadership Annual & Family Giving

Family Giving

- Our new Parent Leadership Circle (PLC) has 3 founding families to date. Each have committed between \$10,000 - \$15,000 annually to the Chancellor's Innovation Fund in support of UNCSA Forward. Additional proposals are in progress with expectations of closing the academic year at the higher end of our original 3-5 family goal for year one.
- Parent Leadership Circle members and prospects are invited to our UNCSA in NY Leadership Weekend, April 13-17, with opportunities to attend performances, events, alumni panels, and engagement opportunities with UNCSA leadership. Parents who attended our Parent Luncheon and UNCSA Leadership Weekend in the Fall remain very engaged and have either joined the PLC or remain top prospects.
- Ongoing visits and outreach continue with current parents both locally and in conjunction with UNCSA travel events such as UNCSA in Miami and UNCSA in NY. As Advancement continues to work more closely with our Deans, we will identify and schedule parent visits to coordinate with Deans' planned travel.
- Current PLC members will receive a Parent Leadership Circle picnic/stadium blanket thank you mailer in February.

Giannini Society

- After a 4-month renewal grace period, Giannini Society rates increased for renewing members as of January 1, 2023 (new member rates increased in August of 2022). Giannini rates are now a minimum of \$2,400 annually (\$200 monthly).
- New and renewing members will receive a leather Giannini Society key chain thank you mailer starting in February.

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. Two events have been planned for each Dean's Circle this year – one as an exclusive event for members and another as a cultivation event.

Annual Giving

- Our Director of Annual Giving, Jaclyn Day, departed at the end of November. Final on-campus interviews for the new Director of Annual Giving are scheduled for Thursday, February 16 and Friday, February 17. We hope to have an accepted offer before March 1, 2023.
- In Jaclyn's absence, we are continuing our LYBUNT efforts and completed a calendar year-end mailing featuring Design & Production alum Paul Tazewell.
- After careful consideration, Day of Giving (our largest public-facing fundraising effort) has been rescheduled from March 23 to April 27. The move allows us to tie Day of Giving back to our funding roots by placing it in close proximity to the anniversary of the "Dialing for Dollars" campaign back in 1964 that secured Winston-Salem as the home to the newly created "NC School of the Arts". Late April is also when the governor-appointed advisory board named Vittorio Giannini as the school's first president.

Pipeline Development

- An important priority this year is to start “turning on taps” of new sources of prospective donors. Two new programs are already showing results – a new focus on gift planning and a new website partnership have already generated a steady stream of leads, and our new Parent Philanthropy program is launched and already leading to Leadership Annual and Major Gifts (see section below).
- Another important source of lead generation will be partnerships with faculty and academic partners. To this end, Advancement has instituted quarterly meetings with the deans of all five arts schools, DLA and High School, the Vice Provosts for Student Affairs and Academic Affairs, and the head of Libraries. Frontline fundraisers are working with these partners to identify and create philanthropic strategies for new and lapsed prospects.

Alumni Engagement

- In January, we held town halls for all five arts conservatories, where alumni heard from the deans re: what is happening in the conservatories, new initiatives, and challenges/needs. Each town hall included current and former faculty, who moderated breakout rooms for networking and small group discussions. Nearly 200 people attended the virtual events.
- On January 19, 2023, we held the first-ever alumni and friends’ event in Miami, FL. The event was held in connection with a leadership conference attended by the vice chancellor, the provost, and several of the deans. Everyone who attended was very excited to have a UNCSA events in Florida, and we established valuable new connections for both engagement and future philanthropy.
- In keeping with our strategy to expand our reach within the state, we held an alumni networking event at Fullsteam Brewery in Durham, NC in early February, where we also established valuable alumni connections.
- Filmmaking alumnus Will Files (B.F.A. ’02) received an Oscar nomination for his work on the sound design team for the movie “The Batman.” UNCSA also has alumni connected to five other movies that received Oscar nominations. Design and Production alumna Jessica Moretti (M.F.A. ’10) was a set designer for Guillermo del Toro’s Pinocchio, which won the Golden Globe for Best Animated Feature and received an Oscar nomination in the same category.
- We were sad to bid farewell to Alumni Engagement Director Amy Werner, who left us at the end of January to pursue an opportunity to develop skills as a major gifts officer, but we are very thankful to have Sarah Kelly holding down the fort in the alumni office. The posting for the Alumni Engagement Director position will be closing very soon and we hope to have someone in place in the next few months.
- We will be inviting New York area alumni to join us for a UNCSA Celebration at Lincoln Center on Sunday, April 16. This event is part of our “UNCSA in New York” regional event. Alumni will also be featured as part of a panel discussion led by Chancellor Cole on Saturday, April 15.

Events

Recent Events

Fall Leadership Weekend: November 17-20

- Net Promoter Score: **78.57**
- **85** participants throughout weekend including students, faculty, staff, boards, and donors
- **Feedback:** Great programming, lots of good experiences and information
Desire for more dean involvement throughout entire weekend

Annual Scholarship Luncheon: Wednesday, January 25

- **360** attendees, 232 students representing nearly half of all current scholarship recipients

Upcoming

FY24 Planning beginning in February with 2023-24 performance calendar planning

UNCSA in New York – Thursday, April 13 – Monday, April 17

- Multi day NY showcase. Event for boards, local donors, regional donors, alumni, and prospects
- \$500 ticket per person includes:
 - Thursday night Filmmaking screening
 - Friday donor dinner
 - *Camelot* at Lincoln Center Theater
 - Saturday 12:30 p.m. alumni panel discussion at 54 Below
 - Saturday PLUCK Dance showcase
 - Sunday 2 p.m. NY Philharmonic concert
 - Sunday 6 p.m. UNCSA in New York party
 - Monday Drama Showcase
 - Available to all donors Giannini & up

5 Dean's Circle Spring Events:

- Music: Saturday, February 11
- Film: Thursday, February 23
- Drama: Thursday, March 23
- Dance: Thursday, April 20
- Design & Production: Thursday, April 27

Organization and People

Departures

- Amy Werner left UNCSA after 10 years, to pursue the opportunity to gain experience as a major gifts officer. Her last day was Friday, January 27, 2023.

Open Searches

- Director of Annual Giving
- Director of Alumni Engagement

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 of our processes. In the first semester of the year, the entire Advancement staff participated in a group EDIB training session led by Provost Patrick Simms, and team members individually participated in over 50 EDIB-related webinars and online training opportunities, including 44 through Academic Impressions.
- To build more diverse candidate pools for job searches, and to establish EDIB as a top priority during all recruitment efforts, Advancement added statements to all job descriptions and postings articulating the division's commitment to equity, diversity, inclusion, and belonging. In addition, questions were added to every interview regarding candidates' commitment to EDIB and examples of incorporating EDIB into their work.
- Fundraising conversations and proposals for support of diversity-related initiatives continued throughout the fall semester. A working group of community donors and volunteers was established to strategize fundraising and developing support for diversity initiatives at UNCSA.

Philanthropic Priorities

- We are working on establishing campus-wide philanthropic priorities with the chancellor.
- In January, the provost, six deans, and two vice provosts attended the CASE conference in Development for Academic Leaders in Miami, along with the vice chancellor for advancement and two major gifts officers. A primary focus of this conference was developing big ideas that establish philanthropic priorities at the college / school level. We will be working with the provost, deans, and vice provosts to continue this effort and establish unit-level philanthropic priorities that we can start promoting in FY24.

UNCSA FOUNDATION BOARD REPORT

Finance Committee

- The Finance Committee reviewed the endowment distribution calculation
- After review, the committee voted to recommend the distribution to the Executive Committee

Executive Committee

- Voted to approve the endowment distribution calculation
- Details of the calculation were sent to Financial Aid in December

Audit Committee

- Still waiting for 990 drafts from the auditors
- RFP is being issued for FY 2023

Advancement Committee

- Meets on February 13, 2023
- Day of Giving is April 27, 2023
- Board member giving rate for the current FY is 64%

Foundation Board

- Foundation Board Social is being held on February 2nd
- Next Foundation Board meeting is March 16th

Semans Art Fund Board

- Still waiting for 990 drafts from the auditors
- Semans grant templates have been posted on-line
- Student grant applications are due on Friday, February 24, 2023
- The board meeting for spring will be held on Friday, March 31, 2023
- Awards will be announced on Friday, April 7, 2023

Foundation Staff

- Extensions have been filed for Fundraising Registrations
- Year-end tax letters have been completed
- 1099s are in process

THOMAS S. KENAN INSTITUTE FOR THE ARTS

February 2023 REPORT to the UNCSA Board of Trustees

Below are selected programmatic updates organized by the Kenan Institute's areas of focus for 2022-2023.

Institutional Development

Strategic Planning with [8 Bridges Workshop](#) began in December 2022 and will continue through June 2023. The strategic planning task force includes Kenan Institute Board of Advisors, UNCSA Leadership, Alumni, and regional and national cultural leaders.

- The 8 Bridges team visited Winston-Salem on January 11-14 for meetings with the campus and local community. They will return in March to facilitate several ideation sessions designed in partnership with 8 Bridges.

Emerging Opportunities & Creative Projects

The Kenan Institute for the Arts and the Local Site Team have been building partnerships between municipal leadership, Community Health Centers, and local artists to create responsive arts programming targeting local health needs for The National League of Cities (NLC) and One Nation/One Project's (ONOP) [Improving Community Health and Resilience through the Arts](#) initiative.

- The project is supported by city and county allocations from American Rescue Plan Act (ARPA) funds and additional contributions from other sources, including ONOP and the Thomas S. Kenan Institute for the Arts.
- The NLC and ONOP conducted a site visit in Winston-Salem on January 26-27 which included a community workshop with members of the local team, artists, and other members of the community.
- Our work will also contribute to national research on an Arts Desk Service Model, which encourages health providers to refer patients to arts activities based on the proven health benefits of the arts, and a Theory of Change Study that seeks to answer the question "How can arts participation affect social cohesion and wellbeing in communities?"

Networks & Knowledge Building

The Kenan Institute for the Arts continues to invest in a series of Network and Knowledge Building activities, which includes programs and activities that promote thought leadership and transformation of the cultural sector. In February, the Kenan Institute will co-sponsor and host two guest artist engagements with UNCSA:

- A residency with Julie Taymor, celebrated director and writer of theater, opera, and film, will take place February 7-9, which will include engagements with students in including film screenings and discussions about her work, workshops with Ms. Taymor in the UNCSA METL lab for Immersive Storytelling, and panel conversation with several of UNCSA Deans and Ms. Taymor on their careers which will be open to the campus community.
- Also, in partnership with the School of Music, The GRAMMY nominated Imani Winds is scheduled to conduct a masterclass on February 27, 2023, for Music students. Imani Winds is a wind quintet based in New York City – their body of work embraces traditional chamber music repertoire along with commissions of music from new voices that reflect historical events and the times in which we currently live.

And last month, the Kenan Institute for the Arts partnered with the Division of Liberal Arts to welcome [Stephen Mills](#), artistic director of Ballet Austin in Texas, to teach a technique class in the School of Dance and meet with

student dancers as well as Division of Liberal Arts classes to discuss how art work and the creative process change over time, and how to bridge the arts and humanities through choreography.

Global Connectivity

The Kenan Institute for the Arts is supporting the attendance of 12 scenic design students at the [Prague Quadrennial](#) (PQ) in June 2023. Established in 1967, the PQ showcases the best of design for performance, scenography, and theater architecture as a catalyst for professionals and emerging artists. Students will share what they have learned with their peers expanding PQ's impact beyond a specific time and place.

Fellowships, Grants, and Awards

The Kenan Institute for the Arts is piloting a partnership with [United States Artists \(USA\)](#) to support a fellowship for artists based in the Southeast. USA has awarded more than 750 artists and cultural practitioners over \$36 million in direct support through its USA Fellowship program to include UNCSA alumni Camille A. Brown and Trey McIntyre.

- Support from the Kenan Institute for the Arts has been allocated to sponsor traditional artist Brenton Jordan's 2023 USA Fellowship. Jordan is a "stick man" and occasional lead for the McIntosh County Shouters, one of the last upholders of the Gullah-Geechee ring shout.

UNCSA Alumni and Graduating Student Awards provide support for recent alumni in launching creative projects to further their careers.

- The Kenan Institute provided a challenge grant in support of the film, [Summer's End](#), which was leveraged by the filmmakers for a total of \$25,793 in funds raised to date. UNCSA Alumni brothers Grant and Adam Conversano founded Apple Pictures in 2020, and their shorts have been featured online by PBS, NoBudge, Director's Notes, and Short of the Week.

STRATEGIC COMMUNICATIONS REPORT

2022 Nutcracker Success

- \$497,025 generated in ticket sales, 9094 tickets sold.
- \$50,425 in total sponsorships with Mercedes of Winston-Salem as the presenting sponsor at \$25k.
- Media coverage for "The Nutcracker" was secured in Winston-Salem Monthly, Winston-Salem Journal, Fox 8, Forsyth Magazine, CVNC and Best of Winston.
- Paid marketing campaigns for "The Nutcracker" ran on multiple channels, including Google Display, Facebook, Instagram, and YouTube. This year also included billboards throughout the Winston-Salem area, newspaper campaigns and radio spots on WFDD and WDAV, our local NPR affiliates and on Spotify. We also drove ticket sales with repeat patrons through a seven-email drip campaign featuring highlights from past "Nutcracker" events, feature stories, trivia and more.

PRESS HIGHLIGHTS

- UNCSA connections to Angus MacLachlan's "A Little Prayer" premiering at Sundance, with media coverage mentioning UNCSA in [The Hollywood Reporter](#), [WFDD](#), [Winston-Salem Journal](#), [Yes! Weekly](#) and more.
- PLSN (Projection, Lights and Staging News): [Video of the Week: The Scenic and Lighting Designs for 'Sweeney Todd' at UNCSA](#)

FEATURES, PRESS RELEASES AND VIDEO

19 features, press releases and videos have been published since the last board meeting, supporting a **+28.6% YOY** (year-over-year) increase in unique pageviews in the news and features section.

- Four top theater trends to watch in 2023: As live theater continues to rebound from a global lockdown prompted by the COVID pandemic, Drama Dean Scott Zigler identifies several trends that will help the industry define its new normal.
- 2022 in Review: Top defining moments, biggest news stories: As we say goodbye to 2022, we celebrate the many successes that marked the past year.
- 'A Little Prayer' Selected for Sundance Film Festival Premiere Lineup: "A Little Prayer," a film written and directed by UNCSA alumnus Angus MacLachlan (H.S. Visual Arts '76, B.F.A. Drama '80) and co-produced by School of Filmmaking Assistant Dean of Graduate Studies Lauren Vilchik, premiered at the 2023 Sundance Film Festival.
- Musical Magic: Drama, Music, and Design combine experience and learning for future success in "Amadeus": A collaboration among the Schools of Drama, Music, and Design & Production has given UNCSA students a powerful sense of achievement and advantages in their future professional careers.
- 12 movies, documentaries and specials for your winter watchlist: Winter is here, and you know what that means; it's binge-watching season. With temperatures colder than Scrooge's heart, everyone is on the hunt for new shows and films to watch while they keep warm.
- Favorite Part of "The Nutcracker" Instagram Reel: Our community shares what part of "The Nutcracker" they think ~sleighs~ the most.
- Mother Ginger reveals ALL this holiday! YouTube Video: Everyone's favorite matriarch, Mother Ginger, makes her return to the stage this holiday for the 2022 production of "The Nutcracker." And to celebrate her highly anticipated return she answered some of the community's most-asked questions.
- UNCSA Stage Combat Reacts to "House of the Dragon" Fight Scene: UNCSA Stage Combat faculty Kelly Mann and third-year drama student Anthony Littlepage-Buggs react to Daemon Targaryen and Ser Criston Cole's fight scene in the first episode of the HBO original series "House of the Dragon."
 - YouTube Video: Stage Combat Breakdown "House of the Dragon"
 - Instagram Reel: HOD reacts
- Scene Design brings Sweeney Todd to life: How do you bring the deliciously dark tale of "Sweeney Todd" to life on a single stage? Our scene designers provide a behind-the-scenes look at the creativity and ingenuity that transformed Freedman Theatre into the vengeful and murderous barber's hunting ground.

MARKETING

Recruitment Marketing Leads: Nov 1 through Jan. 18, 2023, paid marketing generated 1567 leads across all schools **+94% YOY**.

- In November, paid marketing generated 600 leads **+14% YOY**.
- In December, paid marketing generated 436 leads **+71% YOY**.
- Jan. 1-18, 2023, paid marketing generated 531 leads **+1731% YOY**.

With increased funding, the Strat Comm Marketing team was able to capitalize on the momentum from earlier spending in August through October, allowing us to maintain a more prominent presence in search marketing in months where we typically have had to rein in spending. This resulted in a nearly 20% decrease in average CPL (cost per lead) for November and December.

High School Choice postcard campaign: 10k postcards mailed to family addresses in the Winston-Salem area. This campaign heralded the academic benefits of the UNCSEA High School program, free tuition for NC residents and the newly developed NC Tuition Grant Program offering full tuition grants to graduates who attend one of the 16 constituent UNC System institutions. In January, the marketing team continued the promotion online with a paid social marketing component (Facebook and Instagram) to students and parents in the region.

Branding and recruitment marketing campaign: November and December also saw the continued development of the “Rise to Greatness” campaign and launch preparation in collaboration with the Simpson Scarborough agency. The campaign launched the first week of February with outdoor and digital. Print, admissions collaterals, campus signage and more will be rolled out throughout the spring semester.

DIGITAL MEDIA

Website Visitors: From November 2022-Jan. 18, 2023, uncsa.edu had 535,400 monthly users, **+116.9% YOY** (year-over-year) increase.

- 463k users **+56% YOY**
- 23k users **+36% YOY** from social media.

INTERNAL COMMUNICATIONS

- Pathify was procured to build an intranet system to enhance and personalize the current MySA experience. The goal is to launch this technology to incoming students by the end of April. All students, then the launch for faculty and staff will follow.

Messages from Chancellor Cole:

- 11/09/2022: Act of violence near campus
- 11/18/2022: November Board of Governor’s Meeting Update
- 11/30/2022: Two new student wellness days announced
- 12/02/2022: UNCSEA Tuition and Fees approved by BOT
- 12/08/2022: Vice Provost and Dean Tracey Ford to step down
- 12/12/2022: Trends in the arts and entertainment industry
- 12/15/2022: Happy Holidays from Chancellor Cole
- 1/12/2023: Dean Scott Zigler to retire in 2024
- 1/16/2023: Honoring Dr. Martin Luther King, Jr.
- 1/20/2023: Chief of Police Frank Brinkley to step down in March
- 1/20/2023: December Board of Governor’s Meeting Update

PERSONNEL

- **Web Content Producer Elizabeth White** stepped down from her role on January 6, for a position with Volvo Group managing internal communications. We are currently interviewing candidates for her position.

LOOKING FORWARD

- Strategic Communications will complete the roll out of the new marketing campaign Rise to Greatness throughout the spring semester.