



CREATIVE CATALYST INITIATIVE

Thomas S. Kenan Institute for the Arts | Strategic Plan | 2018-2022



IMPACT STATEMENT

The **Thomas S. Kenan Institute for the Arts** at the University of North Carolina School of the Arts (UNCSA) believes that artists can defy expectations through their art and—even more powerfully—through their creative perspectives. Since it was established in 1993, the Institute has helped artists and creatives realize their potential by serving as a catalyst that encourages and supports the exploration and development of new knowledge to transform the way artists, organizations and communities approach their creative challenges.

The Kenan Institute's new **Creative Catalyst Initiative** will **empower** the next generation of artist leaders, entrepreneurs and innovators to lead, create and make; **enhance** the perimeter of the University of North Carolina School of the Arts campus and south Winston-Salem through creative placemaking as a catalyst for creative businesses to stay, grow and thrive; and **engage** the creative community across the Southeast to increase access, equity and inclusion across the sector.

Through its innovative programs and projects, the Kenan Institute will continue to position UNCSA as an innovative hub for the Southeast's creative economy and provide extraordinary training and access for the next generation of artist-leaders so they can develop and achieve their highest potential.



OUR CORE VALUES

COLLABORATION

We engage a wide range of local, regional and national stakeholders, partners and collaborators who embrace innovative, interdisciplinary approaches to advance the arts and build social capital.

LEADERSHIP + ENTREPRENEURSHIP

We foster creative leadership and innovation in the arts and empower artists to be leaders, innovators and entrepreneurs, so that they can contribute to our communities in powerful and transformational ways.

COMMUNITY

We believe that creativity is crucial for healthy communities, and are committed to supporting projects that challenge artists to use their creative talents and training to address issues such as equity and access, urban and economic development, and civic engagement.

EQUITY + DIVERSITY + INCLUSION

We advance equity, diversity and inclusion across systems by providing opportunities for engagement, education and discourse, as well as targeted support and resources.

OUR STAKEHOLDERS

The University of North Carolina School of the Arts

The City of Winston-Salem

The State of North Carolina

Southeastern United States

National network of strategic partners

GUIDING QUESTIONS

The questions that guide and drive the work of the Kenan Institute include:

How can more artists emerge as leaders, entrepreneurs and innovators in order to broaden the impact of the arts?

How are creative fields working to positively affect economic and social well-being?

What resources, experience and knowledge do artists in the 21st century need to build thriving careers?

STRATEGIC THEMES

Over the next five years, the Kenan Institute for the Arts will continue to strengthen the creative community by acting as a catalyst for innovative ideas, developing strategic partnerships and building artists' capacity to generate, lead and sustain their work.

The Creative Catalyst Initiative has three strategic directions:



1

Creative Leaders – Empowering leaders, entrepreneurs and innovators in the arts

Programming will serve artists from across the Southeast, providing them with the skills and training they need to develop their creative ideas, visionary leadership and novel strategies to strengthen our culture, build businesses and spark innovation.

OBJECTIVES:

1. Launch online Certificate Program
2. Strengthen Fellowship Program
3. Establish an Annual Summit in Winston-Salem

STRATEGIES:

- Design cutting-edge online curriculum, drawing on the expertise and insight of local, regional and national leaders in the creative sector
- Expand fellowships strategy to increase impact, reach and leverage for diverse artists in the Southeast
- Establish a multi-disciplinary arts and ideas Summit that engages the creative community from across the Southeast
- Develop and implement a marketing plan to promote Creative Catalyst Initiative

FIVE-YEAR ACHIEVEMENTS (2018-2022)

- Grow and anchor certificate and fellowship programs
 - Develop tools to evaluate and assess certificate, fellowships and Summit

- Optimize and license proprietary Arts Leadership curriculum
- Expand marketing and recruitment scope, adding marketing staff and consultants, as necessary
- Recruit business and non-profit partners to sponsor 25-30 fellowships
- Generate continuing engagement opportunities for participants
- Transfer certificate program management to UNCSA

2

Creative Community – Engaging the power of artists to improve the human condition

Programming will build the capacity and expand the influence of artist leaders, entrepreneurs and innovators in order to build and sustain vibrant and creative communities across the Southeast.

OBJECTIVES:

1. Build the capacity of the local creative community by providing access to space, training, networking, mentoring, market places and material support
2. Catalyze arts-based economic and community development in Winston-Salem and across the Southeast

STRATEGIES:

- Leverage strategic partnerships to build leadership capacity and business acumen among creative entrepreneurs and innovators

- Expand and transform the Creative Community Lab into a professional development hub, optimizing opportunities for partners to access programmatic, meeting and work space
- Encourage further exploration of methods tested in the Community Innovation Lab to support artist-led, citizen-focused and community-based initiatives that address complex, systemic social challenges

FIVE-YEAR ACHIEVEMENTS (2018-2022)

- Identify a building in South Winston-Salem to house the Creative Community Lab and Creative Catalyst programs
- Pilot Mobile/Pop-up Marketplace
- Launch and optimize Creative CoWorks, developing opportunities for residents to scale their businesses and easily transition to more traditional accelerator, start-up or cowork spaces in Winston-Salem

Creative Campus – Engaging the UNCSA community and our neighbors through innovative programming

Programming will strengthen UNCSA’s role as a creative anchor in its neighborhood and empower the creative sector to address issues such as equity and diversity, urban and economic development, and civic engagement.

OBJECTIVES:

1. Work with UNCSA to create a permeable campus perimeter and develop innovative opportunities for community engagement

2. Encourage UNCSA faculty to explore, develop and implement innovative ideas that advance creative learning, leadership, innovation and engagement on campus and beyond
3. Support UNCSA’s commitment to increase diversity, access and inclusion on campus

STRATEGIES:

- Work with UNCSA to activate state-owned properties along the campus perimeter
- Serve as an intermediary organization that supports grassroots community-building initiatives in neighborhoods around UNCSA
- Seek external funding for creative placemaking initiatives in communities that neighbor the campus
- Encourage faculty professional and leadership development and research projects through yearly grants and fellowships

FIVE-YEAR ACHIEVEMENTS (2018-2022)

- Complete a creative placemaking activation project along the campus perimeter to create a welcoming pedestrian gateway to the UNCSA campus
- Facilitate opportunities for faculty, students and community members to activate the campus perimeter
- Envision a master plan for the campus perimeter

METHODS

As a non-profit affiliate organization of the University of North Carolina, the Kenan Institute for the Arts focuses resources on research and action: cultivating leaders and leading-edge ideas, prototyping sustainable practices and sharing our learning with the public. Additionally, the Kenan Institute supports thought-leaders and artists affiliated with UNCSA and our strategic initiatives through awards, residencies, fellowships and convenings.

STRATEGIC ALIGNMENT

As a division of UNC School of the Arts, the Kenan Institute is strategically aligned with both UNCSA and the UNC System. In particular, the Institute’s work is resonant with the following strategic goals:

UNCSA Strategic Action Plan, 2015-2020

- Catalyzing Arts-based Community & Economic Development
- Becoming a Creative Incubator
- Launching Transformative Programs & Curricula

UNC Strategic Plan, 2017-2022

- Increase Access & Success
- Excellent & Diverse Institutions
- Economic Impact & Community Engagement



CREATIVE  **CATALYST**

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Established at the University of North Carolina School of the Arts

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