

December 5, 2024  
University of North Carolina School of the Arts  
Semans Arts & Administration Building (SAAB), Room 306  
Winston-Salem, North Carolina

**COMMITTEE MEMBERS:**

- \*Eric Flow
- \*Nia Franklin
- \*Rhoda Griffis
- \*Jerri Irby
- \*David Neill
- \*Kyle Petty, Advancement Committee Chair
- \*John Wigodsky
- \*Peter Juran (ex-officio)
- Tom Kenan
- \*--Denotes voting members

**COMMITTEE STAFF:**

Amanda Balwah, Associate Vice Chancellor for Institutional Integrity & Secretary of the University  
Kevin Bitterman, Executive Director, Thomas S. Kenan Institute for the Arts  
David Broughton, Foundation Board Liaison  
Jim DeCristo, Vice Chancellor for Economic Development & Chief of Staff  
Lissy Garrison, Vice Chancellor for Advancement  
David Harrison, Vice Chancellor for Institutional Integrity & General Counsel  
Matt Harris, Board of Visitors Liaison  
Kory Kelly, Vice Chancellor for Strategic Communications  
Cindy Liberty, Executive Director, UNCSCA Foundation  
Rich Whittington, Associate Vice Chancellor for Advancement  
Tanya Dunlap, Executive Assistant to the VCA & AVCA  
Steve Cochrane, Staff Council Representative

**AGENDA**

**OPEN SESSION**

1. Call to Order and Confirm Quorum ..... Kyle Petty
2. Approval of Minutes from the meetings of  
March 7, 2024, and September 26, 2024 ..... Kyle Petty
3. Advancement Committee Report
  - a. Advancement Report ..... Lissy Garrison
  - b. Gift Planning, UNC System Office ..... Kinna N. Clark
  - c. Strategic Communications Report ..... Kory Kelly
4. Other Business ..... Kyle Petty
5. Adjourn ..... Kyle Petty

**OPEN SESSION MINUTES**

March 7, 2024  
SAAB 306  
10:45 a.m.

**COMMITTEE TRUSTEES PRESENT**

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

**COMMITTEE TRUSTEES ABSENT**

Tom Kenan

**ADDITIONAL TRUSTEES PRESENT**

Jonah Bokaer, Nia Franklin

**COMMITTEE STAFF PRESENT**

Amanda Balwah, Kevin Bitterman, Tanya Dunlap, Lissy Garrison, David Harrison, Cindy Liberty, Kory Kelly, Rich Whittington

**OTHERS PRESENT**

John Bowhers, Marla Carpenter, Alyssa Cataldi, Sarah Cominsky, Kait Dorsky (*Faculty Council Rep.*), Patrice Goldman, Crystal Jester, Katherine Johnson, Sarah Kelly, Lynda Lotich, Provost Patrick Sims, Angela Tuttle, Rachel Williams, Shannon Wright

**CONVENE MEETING**

Committee Chair Kyle Petty convened the March 7, 2024, Advancement Committee Meeting at 10:45 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 November 30, 2023 meeting. He then called for a motion to approve the minutes as presented.

**MOTION: David Neill moved to approve the minutes from the November 30, 2023, meeting and John Wigodsky 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 Garrison shared highlights and more reporting of stories to emphasize the data in the advancement report.

During our annual Strategic Planning Retreat, we worked together to refine the Advancement Strategic Framework and refocused our approach with only five areas. The new structure includes Fundraising, Pipeline, Alumni Engagement, Organization and People, and EDIB.

- Fundraising
  - So far this year, we have raised \$5.4 million, which is 50% of our total goal of \$10.8 million.
  - Current projections indicate that we should come close to hitting our total goal by the end of the fiscal year.
  - Looking good in the pipeline with Major and Principal gifts. Annual and Leadership Annual giving are trending slower than expected. Several initiatives to complete this year are in the queue; and we are conservatively estimating hitting 75% of goals in these areas.
  - Vice Chancellor Garrison talked about the importance of developing a larger pipeline of prospective donors for UNCSA, and she highlighted her team's new work identifying prospective donors across the country.
  - Question about Planned Giving - Pledged vs Realized, and whether it is counted at face value - Cindy explained the bequest is booked when it is first pledged and it hits the financial statement when it is realized.
  
- Leadership Annual & Family Giving

We continue to see exciting growth of the Planned Parent Giving program. Vice Chancellor Garrison shared highlights:

  - The parents of a new high school ballet junior expressed their joy for their son's experience at UNCSA by making a gift of \$11K to join the Parent Leadership Circle and the Drama Dean Circle.
  - A grandmother of a senior student at UNCSA made her first gift to UNCSA of \$1,000 and included a special note to express her happiness and gratitude of being "part of the Pickle Family at UNCSA."
  - We have relaunched the commemorative brick program. This information was shared with all current pickle parents, with the idea directed especially for graduating seniors. Early orders can make it in to have their brick in place in time for graduation. The bricks are placed in the brick path that travels throughout campus. The cost of each brick is \$500. Each purchase supports the UNCSA fund. This is very important because this is unrestricted funding.
  - Our annual **Scholarship Luncheon** was very successful again this year. A record attendance of 340 attendees. This event is attended by students, donors, faculty, and staff. Several donors expressed their gratitude for students joining the donors table for the luncheon and sharing stories of their experience as a student of UNCSA. This event is hosted by the Advancement Office.
  
- Days of Giving

Rich Whittington expressed the count down for "Days of Giving" on Wednesday, April 10, and Thursday, April 11, 2024.

  - Days of Giving will support UNCSA unrestricted funding and allow giving to other projects through the UNCSA for direct support. This continues the 48-hour Campaign tradition. Rich shared the story of long-term supporter Phyllis Dunning received a call during this campaign many years ago. Phyllis honored the call, giving a donation then, and as an avid supporter of UNCSA she continues to make donations today.
  - New this year – you can direct your donations to general scholarships in all the arts conservatories and/or to the UNCSA general scholarship.
  - The alumni office has launched the first Instagram page for the UNCSA Alumni with over 700 followers and counting. If you follow this page on Instagram, you can get involved in the design of this year's "Pickle Sock," which is given to everyone who donates \$100 or more to the UNCSA Fund during Days of Giving, and to all challenge donors.

- Shannon Wright shared details regarding challenge donor gifts. These gifts played a very important role during the 2023 Days of Giving, with over \$70K in challenge funds. This year, the request is for each challenge gift donor to give \$1000 or more. We are hoping that everyone who gave last year will plan to give this year and we would like to see many new challenge donors. Additional details can be found on the “Days of Giving” web page or contact Shannon Wright to make your gift.
- Over the past few years, the Foundation Board has always reached 100% participation in Days of Giving. Last year, the Foundation Advancement Committee made a commitment for 100% participation in challenge gifts. Shannon has challenged each member of the BOT to be a challenge donor.
- **Alumni Engagement**  
 Vice Chancellor Garrison introduced the new Director of Alumni Engagement, Rebecca Burkeen. Rebecca has over 14 years of experience running alumni programs in university settings.
  - Alumni Engagement is launching a new online community, a new alumni presence on Instagram, and a series of informal alumni gatherings across the country titled “Pickles and Pints,” a way for alumni to connect with each other.
  - The new launch will give access to several exciting platforms for class notes, endorsing our alumni owned businesses, job postings for those businesses looking for employees, access to register for events, and UNCSA Connect.
  - We are also developing regional strategies and looking for regional ambassadors.
    - We’ve held Virtual Town Halls for all 5 of the art schools.
    - We continue to host “Pickles and Pints” events. Pickles and Pints is a branded regional event held in different cities and states, including Atlanta, Durham, Chicago, LA, and Orlando. Later this year this event will be held in New York, Boston, and Washington, DC. This is a great opportunity to establish personal connections with our alumni.
- **Pipeline Development**
  - We continue to focus on expanding our pool of donors.
  - Key to this has been structuring a new Prospect Development Team that:
    - Develops regional strategies that align with the portfolios and identify prospective donors across the country.
    - Develops travel strategies to make connections with alumni and donors outside of the local triad area.
  - The success of this new strategy has made it necessary to reexamine staffing plans; to meet the need to identify the new prospective donors by meeting and qualifying this larger pool of donors.
- **Campaign**  
 Vice Chancellor Garrison shared an overview of comprehensive campaigns and expressed why “Big Ideas” are so important to any successful campaign.
  - During this year, we are in the phase of developing best practices, establishing the framework, and developing working goals.
  - At the start of January 2025, we will begin to conduct our feasibility study.

*Foundation Executive Director Cindy Liberty provided the Foundation Report*

### **UNCSA FOUNDATION REPORT**

- The Foundation Board has the record of leading in donations for The Days of Giving. The Foundation Advancement Committee Board committed to 100% participation and included challenge matches.
- The Finance Committee met in February to review the second quarter results.
- The Executive Committee met to work on policy updates for the foundation. Policies last updated in 2016.
- UNCSA purchased the property at 1411 S. Main Street. It is now vacant. The former tenant remained until the end of December 2023 and decided to leave the property for other opportunities. We will have discussions to decide the best use for the property; whether to release the property or for UNCSA to move into the building.
- The Foundation Board is looking at setting priorities for FY 2024-25. The leading priority is the campaign with several others to consider.
- The Semans Art Fund Board accepted applications for student projects. The Deans are reviewing for selections to be considered and the board meets on April 8 to review and determine awards. The awards will be announced on April 15.

*Vice Chancellor for Strategic Communications Kory P. Kelly was introduced to the Board of Trustees*

### **STRATEGIC COMMUNICATIONS REPORT**

We welcome our new Vice Chancellor for Strategic Communications, Kory P. Kelly. Kory introduced himself to the Board of Trustees; sharing his excitement and appreciation to join UNCSA.

- Committee Chair Kyle Petty expressed a special thank you to Katherine Johnson for serving as Interim Vice Chancellor.
- Congratulations for a nearly sold-out performance of the 'Nutmacker' in its debut at the Tanger Center, which surpassed the expectation of ticket and revenue records.

*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**

Kevin presented an update of recent projects and sponsored activities as the Kenan Institute moves from the strategy development phase of the planning process to project and program development.

- On February 15-18, 2024, the TSKIA and UNCSA hosted "Haven," a local rendition of the renowned Black Sacred Music Symposium, a biennial event at the University of Illinois Urbana-Champaign under the leadership of soprano and choral conductor Dr. Ollie Watts Davis.
- Through the Deans' Innovative Projects Fund, TSKIA provided support for the production process to pilot Holiday Suite: Home for the Holidays in December 2023, comprising multiple live performances, multi-media installations, and immersive performance experiences on the UNCSA campus. Alumna Dwana Smallwood returned to UNCSA to develop choreography in celebration of Kwanzaa as part of the event.

- The Hatch project led by Dance Professor Taryn Griggs is a choreographic incubator connecting UNCSCA contemporary dance seniors with UNCSCA dance alumni actively working in NYC and beyond. From April 29-May 5, 2024, four alumni choreographers—Dominica Greene (Dance '16), Ayo Jackson (Dance '99, 2022 Artpreneur Alumni of the Year), Adrienne Westwood (Dance '03), and Ian Spencer Bell (Dance '96)—will create four original small group works with the students at La MaMa's studios in NYC.
- The Kenan Institute seeks to formalize professional industry partnerships for each division at UNCSCA with plans to create 2-3 new affiliations by 2025.
- The Winston-Salem site team for the national Arts for EveryBody initiative, which includes the Kenan Institute for the Arts, has launched a series of public arts and wellness community engagement events centering on the Happy Hill, Cleveland Avenue, and Boston-Thurmond neighborhoods. Local artist Ernel Martinez will facilitate a community-engaged artmaking around a large-scale mural on a water tank at 15th and Liberty Streets.
- The Kenan Institute is supporting a partnership with the UNCSCA Division of Liberal Arts and East Carolina University's Coastal Studies Institute to pilot See/A/Change, a year-long fellowship for undergraduate students to create and collaborate as part of an interdisciplinary artistic team.
- With an interest in developing community-based work in partnership with UNCSCA, the Kenan Institute recently hosted a site visit by representatives from Los Angeles based Cornerstone Theater Company to discuss hosting their national respected Institute Summer Residency in Winston-Salem in 2025.
- A partnership with United States Artists (USA) supports fellowships for individual artists in the Southeast and those working in the disciplines taught at UNCSCA. The recently announced 2024 United States Artist Fellows sponsored by TSKIA are Corey Alston, a 5th generation traditional sweetgrass basket weaver from the Gullah-Geechee tradition, and Jerod Impichchaachaaha' Tate, a classical composer and citizen of the Chickasaw Nation.

#### **OTHER BUSINESS**

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

#### **ADJOURN**

Kyle Petty asked for a motion to adjourn at 12:10 p.m.

**MOTION: Peter Juran made a motion. David Neill seconded. The meeting was adjourned at 12:10 p.m.**

**OPEN SESSION MINUTES**

September 26, 2024

SAAB 306

10:50 a.m.

**COMMITTEE TRUSTEES PRESENT**

Jerri Irby, Peter Juran, Tom Kenan, David Neill, Kyle Petty, John Wigodsky

**COMMITTEE TRUSTEES ABSENT**

Eric Flow, Nia Franklin, Rhoda Griffis

**ADDITIONAL TRUSTEES PRESENT**

Jonah Bokaer

**COMMITTEE STAFF PRESENT**

Amanda Balwah, Kevin Bitterman, Jim DeCristo, Lissy Garrison, David Harrison, Kory Kelly, Cindy Liberty, Rich Whittington

**OTHERS PRESENT**

Rebecca Burkeen, Marla Carpenter, Dara Folan, Jeff George, Eric Peck, Provost Patrick Sims, Bridget Werner

**CONVENE MEETING**

Committee Chair Kyle Petty convened the Advancement Committee on September 26, 2024, at 10:50 a.m.

**CONFIRMATION OF QUORUM**

Kyle Petty confirmed the committee did not have a quorum.

**APPROVAL OF MINUTES**

Kyle Petty confirmed a quorum was not present. Approval of the minutes for March 7, 2024, will be tabled until the committee meeting on December 5, 2024.

Kyle Petty introduced Vice Chancellor for Advancement, Lissy Garrison.

**ADVANCEMENT REPORT**

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

Vice Chancellor Garrison announced a change to the structure of the advancement committee meetings. Written materials will continue to include reports from Advancement, Foundation, Kenan Institute, and Strategic Communications. These areas have an external focus and play a major role in our advancement of strategic priorities. During the committee meeting, advancement will share a full presentation and a deep-dive presentation from one of the other three divisions. The Foundation will present during the meeting for September; Strategic Communications will present in-depth in December, and The Kenan Institute will give their presentation for the meeting in March. At the end of every meeting, you will have the opportunity to direct questions to those areas that did not have a formal presentation during the meeting.

We continue the work of our Advancement Strategic Framework and focus on the areas of Fundraising, Pipeline, Alumni Engagement, and Organization and People.

- Fundraising

Great progress in Major Gifts and Leadership Annual Giving. We ended the 2024 Fiscal Year at 96% of our fundraising goal – raising \$10.4M vs a goal of \$10.8M. While this means we can be especially proud of raising \$10.4M through cash and pledges; we reached our goal the hard way.

In the report, you will see last year's "Notable Gifts" to include a few notable mentions:

- We received \$2.5M from the Hanes Foundations from the acquisition of a very distinguished property in downtown WS.
- Former faculty member Eric Larsen left a large estate gift, over \$800K to benefit the school of music. The story of his generosity has impacted other donors to inquire about how to leave a similar legacy.
- The Dixon Medication Management Pilot was created through the parents of a 2013 high school grad from the School of Music. Following the passing of their son, the "Dixon's" wanted to make a difference. Working closely with the Vice Chancellor of Student Affairs, their gift of \$120K funded a pilot program to move high school students to a daily medication protocol. The program meets "Residential High School Best Standard of Care." This program is new to the system and may have the potential to be adopted by other residential high schools in the system.

- Fundraising FY25

With just over two months, fundraising in FY25 is going well. With 19% of the year completed, we are on track at 23% of our overall goal of \$15.1M. As a reminder we track all contributions to the University, including both Foundation and State Side gifts. Funding for the Thomas S. Kenan Institute for the Arts is included in UNCSA's annual totals; these gifts are typically recorded at the beginning of our fiscal year, contributing to strong fundraising totals at the start of each year. We have very high confidence to reach \$12M on a goal of \$15.1M, which is around 86% of the goal.

We are starting off the year in a much stronger position with Planned Giving almost at \$1M. The success includes plans to launch a robust series of marketing efforts, led by Rich Whittington. Early reports include a few success stories, such as:

- A faculty emeritus has pledged over \$800K to create a scholarship for costume technology and design. Contributing from her IRA and designating from her estate plan to UNCSA.
- A 1967 graduate has pledged to create two endowed scholarships in music totaling over \$120K. Contributing from his IRA and designating from his estate plan to UNCSA.
- In addition, a gift was received from longtime supporters Judy and Bill Watson. They have created a new endowed scholarship in honor of Hector Lopez. Many in the UNCSA family are familiar with the story of his passing. With this generous gift, additional donors have contributed with large and small increments. This gift will continue to grow and benefit the students of UNCSA in his honor.

Advancement is now in the position to accept IRA designations and insurance designations. The team is working closely with our Foundation Office to expand the offerings. Together we are building a system to have a broader variety of handling the totals and accepting non-cash assets; and to include the UNC System in the planning process.



- Campaign Planning

We are in our 3<sup>rd</sup> year and in the campaign planning phase of the timeline.

- Establishing the framework
- Establishing best practices
- Developing our staffing plans
- Engaging campus partners
- Accomplishing the pre-planning phase

- FY25 we are planning to build the infrastructure and best practices.

We are now in the actual planning for the campaign.

- Recruiting the team
- Hire a consultant
- Refine philanthropic priorities

We are moving forward with the approved staffing plan needed to make the campaign successful.

- The Annual Giving Team will be fully staffed with a team of three.
- The Prospect Development Team will now be with the Foundation Team; with their focus on the pipeline.
- Several members of the Advancement Team are now located on the main campus.

We have retained the services of internationally renowned fundraising and campaign expert, Jim Langley; as our primary campaign consultant. He has pioneered a number of practices that have been emulated by many institutions of higher learning. His success has been shared in five books, an overwhelming number of articles, and scores of webinars and speeches.

- Jim Langley has performed a preliminary analysis of our situation and has begun sharing his findings with campus leadership, Advancement and Foundation teams, Deans, and other members of our community.
- He was on campus for his first visit September 17-18, 2024. During which time he shared his expertise, his observations about our opportunity, and worked directly with deans and leadership to move forward with the development of transformational ideas for the campaign.
- Chancellor Cole shared insight of his visit with Jim and sharing the concept of “Big Ideas.”

- Alumni Engagement

The Alumni office hosted an in-person town hall event in NYC to help introduce alumnus and John Langs, Dean for The School of Drama, to the alumni community. This was a great opportunity to share the new platform of the Alumni Office, “UNCSA Alumni Network.” This searchable alumni directory will allow the UNCSEA alumni to connect with other UNCSEA alumni across the world.

- Search for alumni by name, class year, degree program, or by location
- Heat map; finding where alumni are located all over the world
- Business directory for alumni to promote themselves, profiles, and share their art
- Job Board; for posting and searching for opportunities
- Events Calendar to include all UNCSEA events and performances
- UNCSEA Connects and Class Notes

Homecoming 2024: Family & Alumni Weekend will take place October 17-20, 2024! The schedule is packed with performances, open houses, interactive activities, campus tours and a celebration for the School of Film’s 30th anniversary.

- October 17th events include early check-in and a private legacy dinner event for our Golden Pickles Alumni.

- October 18th includes breakfast, campus tours, open houses in all five conservatories for guests to observe classes, a film alumni symposium, the Chancellor's welcome with alumni remarks and a Golden Pickles ceremony, a private reception for the School of Film, and reunion gatherings.
- October 19th events include breakfast gatherings for general alumni, parents and film alumni, a dance class for guests to also participate, a music rehearsal that alumni can join, a block party with live music, food trucks and fall festival activities, a film screening, parade, parent and student social, the UNCSA Fall Chamber Music Festival, and The Alumni Beaux Arts Ball.
- October 20th wraps up the weekend with more offerings from The School of Film and a musical performance by the UNCSA Wind Ensemble and Chamber Winds.

#### **OTHER BUSINESS**

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

#### **ADJOURN**

Kyle Petty asked for a motion to adjourn at 12:00 p.m.

**MOTION: Peter Juran made a motion. John Wigodsky seconded. The meeting was adjourned at 12:00 p.m.**

**ADVANCEMENT REPORT**

**Vice Chancellor for Advancement**

**\*\*NOTE\*\*** - This year, the written report for the Advancement Committee will continue to include reports from the Advancement Division, the UNCSA Foundation, the Thomas S. Kenan Institute for the Arts, and Strategic Communications – all areas with external focus that play a role in the advancement of UNCSA’s strategic priorities. During committee meetings, we will hear a full presentation from Advancement, and a deep-dive presentation from one of the other three divisions, as follows:

September – UNCSA Foundation  
 December – Strategic Communications  
 March – TSKIA

We will hold 10 minutes at the end of the meeting for questions directed to areas that do not make a formal presentation at that meeting.

**Fundraising**

**Fundraising YTD** (7/1/24 through 11/18/24 - 39% of year)

	Goal	YTD	%	# Gifts	Add'l Projected	Projected Total	%
<b>Principal Gifts \$1M+</b>	9,000,000	1,950,000	<b>22%</b>	1	5,862,500	<b>7,812,500</b>	<b>87%</b>
<b>Major Gifts \$25 - \$999K</b>	4,500,000	2,442,312	<b>54%</b>	13	2,544,650	<b>4,986,962</b>	<b>111%</b>
<b>LAG \$1 - \$24.9K</b>	1,300,000	325,163	<b>25%</b>	87	974,837	<b>1,300,000</b>	<b>100%</b>
<b>Annual &lt;\$1K</b>	300,000	52,523	<b>18%</b>	608	247,477	<b>300,000</b>	<b>100%</b>
<b>TOTAL</b>	<b>\$ 15,100,000</b>	<b>\$ 4,769,998</b>	<b>32%</b>	<b>709</b>	<b>\$ 9,629,464</b>	<b>\$ 14,399,462</b>	<b>95%</b>

YTD Fundraising Notes:	Gifts	Amount	%YTD
Planned Giving	3	938,334	20%
Gifts in Kind	5	10,216	0%
State Side	5	1,960,266	41%

With 39% of the year under our belts, fundraising is proceeding strongly, with 32% of our overall goals raised to date.

Notable accomplishments and concerns:

- Major gifts are incredibly strong to date and are projected to exceed the goal. This is a reflection of several accomplishments:

- We now have two excellent full-time major gifts officers focusing on this category; these gift officers are strongly supported by coaching, training, and partnerships.
- We are seeing expanded major gifts opportunities from a variety of sources, including our prospect management & research team, responses to our donor newsletter and planned giving marketing, referrals from academic partners, and conversations at homecoming and other alumni events.
- Planned Giving is much stronger than last year:
  - We are currently tracking at 22% of overall giving (target is 20% minimum), and we have a strong pipeline of planned gifts in progress for the remainder of the year.
  - We have developed a strong partnership with the UNCS System Planned Giving office; their experts have participated in several complex gift conversations with our gift officers and donors, which is leading to larger, more complex gift opportunities.
  - Kinna Clark, Senior Director of Development and Gift Planning Services from the UNC System will be joining our Advancement Committee meeting to provide an overview of our partnership and the opportunities for growth in this important area.
- Leadership Annual Giving and Annual Giving are stronger than ever at this time of year (see below for details).
- Principal Gifts are lagging, primarily due to two factors – timing, and the fact that pledges for the building acquisition originally anticipated to fall in this category may actually fall into the Major Gifts category. Still, projections indicate that we should come close to hitting this very ambitious goal by the end of the fiscal year.

## **Leadership Annual & Family Giving**

### **Parent & Family Giving**

- Our 2<sup>nd</sup> annual **Homecoming: Family & Alumni Weekend** was a huge success with a 67% increase in attendance over 2023 (524 attendees from 662 paid registrations). This new tradition provides tremendous engagement opportunities for parents, alumni, and family members.
- Two new families have recently joined the **Parent Leadership Circle** under the new fund designation allowance (annual minimum gifts of \$10,000 to any fund or combination of funds) with gifts supporting Music Discretionary, Visual Arts Discretionary, and our newly established Mental Health & Wellness Initiatives Fund.

### **Annual Giving**

- **Fall Appeal:** Our segmented\*, multi-channel Fall Appeal proved very successful. Segmentation allows us to target fewer households at a lower cost, with a higher return.
  - Results as of 11/19/24:
    - \$56,000 (35% increase over FY24)
    - 132 gifts (38% increase over FY24)
    - Top funds: Giannini ((\$18.2K), UNCSA Fund (\$12.5K), Music Discretionary (\$11.3K)
    - 7 new Giannini Society (2 new alumni, 2 new standard, 3 lapsed rejoins)
  - All segments received a video message from the Chancellor, Chancellor's letter/direct mail, and email. We cancelled the final step in our appeal plan (text message) due to Hurricane Helene but showed tremendous growth in spite of that cancellation.

*\*Fall Appeal Segments include New Rated Parents, New Unrated Parents, Returning Donor Parents, Returning Non-Donor Parents, Giannini Prospects, Alumni Giannini Prospects, Lapsed Giannini, Lapsed Donors from last year, Lapsed Donors from last 4 years, and Performance Patrons from last 3 years.*

- **Calendar Year End Appeal:** Our CYE Appeal will achieve even greater segmentation\* with a conservatory focused message.
  - All segments will receive a direct mail piece from their conservatory Dean (12/9), a video message from their conservatory Dean (12/13), email (12/17), text (12/20), final email (12/31). Performance patrons will receive those same elements from the Provost.
  - CYE Appeal Segments include the following for each conservatory (suppressing those that responded to Fall Appeal): New Rated Parents, New Unrated Parents, Returning Donor Parents & Parents of Recent Graduates, Current Non-Donor Parents, Lapsed Dean's Circle Members, Dean's Circle Prospects, Alumni Donors, Alumni Non-Donors, School Specific Scholarship Donors, Performance Patrons (attended 3 performances in last 5 years).
- **Days of Giving:** Mark your calendars for Days of Giving April 2-3, 2025!

### **Staffing**

- The Annual Giving office has been restructured to encompass Annual, Leadership Annual, and Parent & Family Giving reporting to Shannon Wright, Senior Director of Development – Annual & Family Giving.
- Shannon sets the strategy for the team and continues to develop and work with our Parent & Family Giving program.
- Bridget Werner joined the team in early July as the Annual Giving Program Manager, focusing on the implementation of our plans, including appeals.
- Leah Lavin joined the team in October as the part-time Associate Director of Development, Leadership Annual Giving focusing on gifts from \$1,000-\$25,000. Leah will also manage our Giannini Society and Dean's Circles.

### **Pipeline Development**

- On August 1<sup>st</sup>, Portfolio Management and Prospect Research & Grants were transferred to the Foundation Office to become part of Advancement Services.
- The overarching goal of the team is to become more proactive and less reactive.
- The following changes have been implemented:
  - Split Cultivation into Early and Late Cultivation.
  - Adding Research as an action in RENXT to track requests and responses.
  - Implemented a qualification pool.
  - Pipeline Meetings are being split into two meetings: One will focus on Major Gift Donors and the other meeting will focus on Annual Giving and Leadership Annual Giving.
  - Alternating the Pipeline Meetings with Strategy Meetings will allow more focus on the portfolios.
  - Implemented quarterly travel strategy meetings; creating a separate channel in Microsoft Teams for travel; creating a new cohesive document to contain information about each planned travel.
  - Implemented different levels of research for prospect development with estimated times for the research.
  - Utilizing I-Waves more efficiently for research and travel strategies.

- Added Insightful subscription that pulls together information from 14,000 sources to help in our analysis.
- Updating the Gift Officer Toolkit with the new procedures and training people on the new procedures.
- Moving the “grants” portion of Prospect Research back to Advancement.
- Using outside consultants to help get the structure correct and make sure we have the right tools to make these positions successful.

### **Alumni Engagement**

- Regional alumni networking meetups continued in the fall with an in-person town hall event to introduce Dean John Langs to School of Drama alumni in New York, a **Pickles and Props** event hosted by alumna Suri Bieler at her prop shop in New York, a **Pickles and Pints** event in Orlando in conjunction with the annual IAPPA conference for Design & Production students and alumni, and the annual **Nutcracker Alumni Night** reception and performance at the Tanger Center.
- The UNCSA Alumni Network (the AlmaBase alumni platform) has been steadily gaining interest as the one-stop online community where alumni can update their profiles, search alumni directories, submit class notes, search the alumni-owned business directory, look for and post job opportunities, sign up to volunteer, and register for alumni engagement events. We also recently began using this platform to also send out communications, including the monthly alumni newsletter and event correspondence.
- One key benefit of the UNCSA Alumni Network is the ability to create and moderate affinity groups on the platform. Two groups have already emerged as showing interest in developing such affinity spaces: School of Filmmaking students and alumni, and alumni wanting to form a group for artists of color, minority alumni who want to increase and improve representation.
- We continue to see great engagement on the UNCSA Connects platform (powered by Protopia) where students and alumni can seek answers to questions from other alumni. Most questions are career-related and the alumni who answer questions are finding this a great way to give back to their alma mater in a volunteer capacity. The alumni office is working with faculty to increase awareness of and engagement with this powerful mentorship resource for UNCSA students.
- Homecoming 2024: Family & Alumni Weekend took place October 17-20, 2024! We saw an increase in registration numbers and alumni attendees, with around 150 alumni joining in the weekend activities alongside over 200 parents and additional guests. Four groups celebrated reunions: Golden Pickles (1974 or earlier), the London 20 (a group of Drama classmates from the 1970s who all studied in London together), the School of Drama Class of 1984, and an all-school 2000-2004 reunion.
- **COMING SOON:**
  - The alumni office will soon be launching a regional ambassador program in the new year, featuring alumni representatives in key areas who help to increase engagement in those cities.
  - The annual Virtual Town Halls for each conservatory, led by each dean and the alumni office, will take place January 14-22, 2025.
  - The next annual leadership weekend will be in Atlanta, GA this year, taking place March 20-24, 2025.

## Events

### Recent Events:

- **Lunch and Learn Speaker Series**, October 1<sup>st</sup> and November 7<sup>th</sup>
  - A new series featuring programming by rotating Deans on various topics relevant to their school and to their industry. Open to Associates, Donors, Parents and Alumni.
  - **29** guests attended the first event in the series, **35** guests attended the second event in the series.
- **Homecoming: Family & Alumni Weekend**, October 17<sup>th</sup>-20<sup>th</sup>
  - **524** attended, **139** alumni.
  - Programming included open classes, alumni panels, a Visual Arts gallery, School of Filmmaking anniversary events, the Block Party and Parade, discussions with the deans and receptions for families and alumni.
- **Dance Dean's Circle: Fall Dance**, September 24<sup>th</sup>
  - Reception for the Dance Dean's Circle before the opening night of Fall Dance with remarks by Dean of Dance Endalyn Taylor and Dance faculty.
  - **22** attended

### Upcoming Events:

- **Giannini Society Spotlight: Emerging Choreographers**, Thursday, November 21
  - Reception for Giannini Society members in SAAB 306 before a performance of Emerging Choreographers with presentations by student choreographers and faculty.
  - **47** registered
- **Pickles & Pints: Orlando**, Thursday, November 21
  - Alumni social coinciding with the IAAPA Conference attended by Dean Michael Kelley. Open to all alumni in the area.
  - **67** registered
- **Nutcracker Alumni Night**, Thursday, December 5
  - Pre-show reception for alumni before the Campus Night performance/final dress rehearsal of The Nutcracker at the Steven Tanger Center. Remarks by Director of Alumni Engagement Rebecca Burkeen and Chancellor Cole.
  - **50** registered
- **Nutcracker Opening Night Reception**, Friday December 6
  - Pre-show reception for donors of various circles and select sponsors before the opening night performance of The Nutcracker at the Steven Tanger Center. Remarks by Chancellor Cole. Shuttle service is provided from UNCSA campus to the Steven Tanger Center and back.
  - **40** registered
- **D & P Dean's Circle Reception: Photona**, Friday, December 13
  - Reception for the D & P Dean's Circle in the 4<sup>th</sup> floor of the Library before the wildly popular, sold-out multimedia show, *Photona*. Remarks by Dean Michael Kelley.
  - **10** registered

### **Organization and People**

- **New Staff:**
  - Associate Director of Development, Leadership Annual Giving – Leah Lavin (PT)
  - Donor Relations Coordinator – Amber Copley
- **Searches Underway:**
  - Director of Development (3<sup>rd</sup> Major Gift Officer, Tentative start December 1)
  - Business Operations Manager (Vacant as of November 1)

### **Campaign Planning / Preparation**

As previously reported, FY25 is a pivotal year in the process of planning and preparing for our next comprehensive campaign.

- We are honored to be working with internationally renowned advancement expert Jim Langley as our primary campaign consultant.
  - Jim visited campus September 17-18, spending time with campus leadership, Advancement, Foundation, deans, and board leadership.
  - During this first campus visit, Jim outlined the vision for a campaign unlike the typical university campaign (most of which are based on fairly standard pillars and prominently focus on a dollar goal).
  - Jim shared his successful track record building campaigns based around transformational ideas that build on an institution's unique strengths, and he challenged us to think about the campaign that "only UNCSA can run."
  - Jim continues to provide regular remote direction and coaching for campus leadership as we continue to work on campaign planning and big idea development.
  - Jim will return to campus January 9-10 and will spend a full day with deans and campus leadership on the 10<sup>th</sup>.
- We will also continue to work with national fundraising expert Kathy Drucquer Duff as our fundraising coach and consultant, and we will add other experts as needed to ensure best practice development of our next campaign.
  - Kathy and Jim have worked closely together for many years and are developing coordinated plans for training, coaching, and consulting as we move forward toward campaign readiness.
  - Kathy continues to work 1:1 with our fundraisers, providing tactical on-the-ground training and methodology for best practices in fundraising.
  - Kathy will be on campus in March to work with the Advancement / Foundation teams, and to meet with our deans.
- A major focus for campaign readiness is the development of transformational ideas. Several ideas are actively being investigated / developed, with the goal of having at least 4-5 completed by the end of the fiscal year. Additional ideas will be worked on during Jim Langley's visit, with the goal of having several more completed over the summer and into early FY25.
- We are beginning to work on a volunteer structure that will support and sustain the campaign. Aligned with the focus on big ideas, volunteers will likely be identified to work collaboratively to refine and advocate for specific campaign ideas.
- While the dollar goal of the campaign will not feature prominently in its rollout, we have established a preliminary working goal of \$250 Million over the course of the 10-year campaign period. Three and a half years into the silent phase of the campaign, we have raised \$36.5 Million, with annual totals growing each year.



## **UNCSA FOUNDATION BOARD REPORT**

### **Finance Committee**

- Met on November 1st to review first quarter FY 2025 results.

### **Executive Committee**

- Met on November 5<sup>th</sup>.
- Reviewed first quarter financial results.
- Advancement updated the committee on staffing and campaign movement.
- Received an update on fundraising for 411 4<sup>th</sup> Street.

### **Advancement Committee**

- Met on November 7<sup>th</sup> to discuss plans for the upcoming year.
  - 100% Foundation Board Member participation.
  - Continue to advocate for UNCSA and bring more people to campus.
  - Continue to support “Days of Giving” Challenge Grants.
  - Introduce / Warm-up contacts and new potential donors for Advancement.
  - UNCSA Foundation Board is the leading board for 8 years in a row both in participation and dollar amount. This year will be 9 years in a row.

### **Special Projects**

- 411 4<sup>th</sup> Street has been placed under contract and we are moving forward with due diligence.
  - Due diligence has been completed prior to November 30<sup>th</sup>.
  - May seek extension for the closing date.
  - \$2.75M has already been committed towards the purchase of this property.
  - VC Advancement Garrison and Chancellor Cole are working on raising the additional funds needed to close the property.

### **Foundation Board**

- Next Board meeting is November 21, 2024.

### **Semans Art Fund Board**

- Will not be having an in-person fall meeting.
- Following is the timeline for the Semans Art Fund Grants:
  - Monday, February 24, 2025 – Student Grant Applications are due
  - Monday, March 10, 2025 – Deans’ rankings are due
  - Monday, March 31, 2025 – Semans Art Fund Board Meeting
  - Monday, April 7, 2025 – Awards Announced

## **STRATEGIC COMMUNICATIONS REPORT [StratComm]**

### **Recruitment:**

Google Ads and Meta social campaigns have generated over 700 inquiries across all five conservatories with limited investment. A phased increase in spending is planned for November through March, strategically targeting multiple recruitment objectives:

- General brand awareness campaigns
- Application deadline messaging
- Retargeting campaigns for prospects with incomplete applications
- Engagement with accepted students who haven't yet deposited

To maximize impact, the campaign will rely heavily on precise geo-targeting. Enhanced content strategies, including increased video assets and user-generated content, will be implemented to improve engagement. To maintain UNCASA's presence nationally and among industry influencers, we continue to place ads in prestigious industry publications such as The Hollywood Reporter, Dance Media, Strings Magazine and Backstage as well as in industry conference brochures such as NCMEA, USITT and MTNA, among others.

The reorganization of StratComm has yielded productive collaboration with the Admissions team, particularly in optimizing key communication touchpoints. Recent successes include enhanced November Application Deadline and Preview Day email campaigns. This partnership continues to strengthen as we work together to refine existing communication plans.

To deepen our understanding of each program's unique value proposition, we have initiated comprehensive recruitment meetings with faculty across conservatories, beginning with Design & Production and Music. Meetings with remaining conservatories will be completed within the next three months. This strategic initiative recognizes the increasing importance of personalization to Gen Z and Gen Alpha audiences, enabling us to more effectively match program offerings with prospective students' specific interests and goals based on demographic and psychographic factors.

Our RFP for digital marketing support has garnered significant interest, with 18 agencies submitting proposals. This partnership will be crucial in expanding our digital capabilities. The selected agency will help maximize the impact of existing content, support faculty recruitment efforts at conferences through targeted mini-campaigns and enhance our ability to identify and connect with best-fit students for UNCASA's unique programs.

### **Retention**

Over the last quarter, the StratComm and Student Affairs teams have focused on enhancing student retention and supporting overall well-being through the Take 5ive initiative — a comprehensive program dedicated to fostering a balanced, resilient and supportive environment for UNCASA students. This initiative integrates wellness into academic and artistic life, supporting students' physical, mental, and emotional health to improve retention and engagement.

Key Highlights:

- *ViewPoints feedback kiosks:* In the spring, we will be launching Viewpoint interactive kiosks across campus to support our commitment to student health and well-being. These kiosks will allow students to regularly check in about their mental and physical health, providing essential insights to help us better understand and meet the wellness needs of our community.
- *Take 5ive collateral:* StratComm partnered with Student Affairs to design and order branded Take 5ive collateral for use in student programming. This includes items like buttons, stickers, and cards, which will be distributed to promote and enhance engagement with the Take 5ive initiative.
- *Take 5ive Digital Promotion:* Branded templates were developed to elevate the promotion of Take 5ive initiatives across digital platforms. These templates were used to highlight events like PickleCon and Stroll into the Light, boosting awareness and engagement with the Take 5ive initiative.
- *Take 5ive videos:* Producing engaging videos to promote Take 5ive initiatives and events, enhancing visibility and encouraging student engagement with the Take 5ive initiative.
  - [Chelsea Rose Take 5ive video](#)
  - [Take 5ive at Truist Ballpark](#)

**Performance Marketing:**

Over the last quarter, Strat Comm has concentrated significantly on supporting and promoting UNCSA performances. Key initiatives include driving revenue for the regular season, supporting hurricane relief through ticket donations, and executing a multi-channel promotional campaign for The Nutcracker, UNCSA's most significant student production.

Performance Highlights

1. Regular Performance Season

- Revenue Achievement: As of the current quarter, 46.16% of the season's revenue goals have been met.
- Audience Engagement: The new UNCSA Presents channels, featuring original video content, premier photography, behind-the-scenes content and promotional giveaways, have gained traction, with 1,133 followers on Instagram and 311 followers on Facebook. These channels serve as a platform to engage with audiences and promote the diverse range of performances offered by UNCSA.

2. Helene Relief Effort

- Hurricane Relief Donations: UNCSA supported hurricane relief efforts for Western North Carolina following Hurricane Helene by donating 100% of the revenue from designated October performances to the Piedmont Triad Chapter of the American Red Cross. This initiative, which included performances from all conservatories such as Fall Dance and Brass Impact, encouraged community involvement through donations, volunteer opportunities, and supply contributions, uniting efforts to help rebuild lives and restore communities.
- Current Donations: In addition to performance proceeds of more than \$21,000, a separate donation fund set up through the American Red Cross has collected \$3,901 so far. Final revenue numbers from the hurricane relief performances exceeded \$25,000

3. The Nutcracker

- Revenue Progress: The Nutcracker has achieved 58.19% of its revenue goal to date, making significant strides ahead of its December 6-8 opening at the Steven Tanger Center for the Performing Arts in Greensboro.
- Sponsorship: The production has secured \$106,250 in sponsorships, including support from Flow Automotive as the presenting sponsor.

- **Marketing Campaign:** The comprehensive promotional strategy for The Nutcracker encompasses print, digital, and outdoor advertising, alongside a targeted email marketing campaign and a robust social media presence.
- **Event Organization:** Plans are underway for exclusive receptions to welcome alumni, the Board of Trustees, the presenting sponsor Flow Automotive, and special guests of the Chancellor, fostering strong community and donor engagement around this marquee event.

### **Industry/Thought Leadership:**

StratComm is launching a **new multichannel communications series featuring the voice of Chancellor Brian Cole** which will bring his thoughts and commentary about industry trends to a wider audience through a new ongoing blog with accompanying newsletter on LinkedIn and a soon-to-be-launched podcast.

The first topic centered on the **power of the arts to create empathy and bridge divides**, which he introduced in his presentation to the Board in September. Dovetailing with the election, Chancellor Cole's first blogpost was posted in the week leading up to the election; you can [read it here](#). These messages will be shared internally with the BOT, in institutional messages to campus, and externally on LinkedIn.

Additional stories and press releases generated by the StratComm department demonstrating UNCSA's industry leadership this quarter include:

- The School of Filmmaking has been ranked #12 on the list of [Top 50 Film Schools](#) by industry trade TheWrap.
- The Film School also announced new partnerships with [The Working Theatre](#) and the Kenan Institute, a new innovative program, [Story Art Studio](#), and a visit by renowned director [Jeff Nichols](#) as part of the 30th anniversary events. An article about Nichols and his relationship to UNCSA will appear in an upcoming issue of Winston-Salem Monthly magazine.
- The School of Dance announced it has extended and expanded its partnership with [American Ballet Theatre](#) with coverage appearing in [BroadwayWorld](#).
- UNCSA announced \$25K raised for Hurricane Helene relief from ticket sales and donations, with coverage on [WXII](#), [Fox8](#), [WFMY](#), [WNCT-CBS Greenville](#) and in the News & Observer.
- Media advisories highlighting specific faculty expertise around trending topics in the news went out for Halloween, the Grammys, and the much-anticipated releases of "Beetlejuice, Beetlejuice" and "Wicked."

### **Brand Ownership and Alignment:**

Over the past couple of months, StratComm has been focused on developing new processes and systems to enhance the UNCSA brand and its communication across various conservatories and external promotions. Additionally, there have been advancements in campus branding and its integration into different areas.

#### Key Highlights:

- **Gray Building:** In December, the second floor of the Gray Building will feature new artwork designed to inspire students and those who are auditioning. This space aims to embody the essence of UNCSA and the creativity that thrives across the campus.
  - [Concept Art Presentation](#)
- **Promotional Materials:** New marketing materials, including advertisements, social media posts, and print collateral, are being continuously refreshed with innovative graphic designs and more

representative imagery. This effort is intended to inspire our target audiences and better reflect the UNCOSA brand, beginning with Take Five, print ads, and digital campaigns.

- *Email Marketing:* We are creating new layouts for our various email groups to make them more engaging for viewers. Our vision is to develop a visually appealing concept that captures attention and fosters deeper engagement with the content shared. As a result, we anticipate an increase in audience interaction.
- *UNCOSA Branding:* Moving forward, we will conduct a thorough examination of the UNCOSA brand as a whole. This involves a deep dive into brand alignment and ensuring effective communication both internally and externally.

### **MEDIA HIGHLIGHTS:**

**Broadway World**, Nov. 14, [UNCOSA and ABT Expand Educational Partnership](#)

**WXII News 12**, Oct. 3, [UNC School of the Arts donating performance proceeds to Hurricane Helene relief in western North Carolina](#) (Proceeds from UNCOSA performance ticket sales from Sept. 26—Oct. 31 will be donated to the Piedmont Triad Chapter of the American Red Cross); **Nov. 12:** UNCOSA announced \$25K raised for Hurricane Helene relief from ticket sales and donations, with coverage on [WXII](#), [Fox8](#), [WFMY](#), [WNCT-CBS Greenville](#) and in the News & Observer.

**Backstage**, Oct. 3, [Why an Acting Degree Still Matters, According to Top Professors](#) (School of Drama Director of Recruitment and Professor Quin Gordon shares his perspective on a formal acting education)

**Broadway World**, Sept. 4, [Working Theater, UNCOSA, and Kenan Institute For The Arts Form Partnership](#) (The partnership launched with a fellowship program in which students from the School of Filmmaking at UNCOSA collaborate with Working Theater)

**Pointe**, Oct. 8, [How Studying Pedagogy Can Lift Your Dancing and Your Career](#) (Dance faculty member Dayna Fox is interviewed about her teaching style, and her perspective on pedagogy in the studio)

**WGHP Fox 8**, Oct. 24, [UNC School of the Arts Ranked as one of the Best Filmmaking Schools in the US](#) (Chancellor Brian Cole, Faculty Emeritus Dale Pollock and Filmmaking Dean Deborah LaVine discuss the School of Filmmaking's history and impact for its 30th anniversary)

**WGHP Fox 8**, Sept. 17, [Teacher works to diversify the art of dance at UNCOSA in Winston-Salem](#) (UNCOSA Preparatory Dance instructor Alejandra Dore is featured; this segment was picked up nationally)

**WXLV ABC 45**, Oct. 24, [Behind the Scenes of UNCOSA's Nutcracker Production](#) (Design and Production student and "The Nutcracker" production stage manager Jessica Maida is interviewed as preparations for the show are underway)

**WXII News 12 "The Vibe,"** Sept. 9, [UNCOSA orchestra prepares for season opening concert](#) (UNCOSA Symphony Orchestra Music Director and alumnus Robert Franz discusses the concert)

**WGHP Fox 8**, Sept. 27, [Performance Season Underway at UNC School of the Arts](#) (Dance Dean Endalyn Taylor is interviewed as the performance season kicks off)

**WXII News 12 “The Vibe,”** Oct. 10, [UNC School of the Arts' chamber music festival begins Saturday](#) (Co-founder of the festival, Music faculty member and alumnus Dmitri Vorobiev, and Music alumnus Stefan Jastrzebski discuss the Chamber Music Festival)

**WXII News 12 “The Vibe,”** Oct. 28, "[UNCSA cast shows up for the festivities of 'The Wild Party'](#) (Drama faculty member Cliff Odle discusses the educational impacts for students in the Drama, Design and Production and Music conservatories ahead of opening night)

**Nutcracker media coverage pending:**

Winston-Salem Monthly – cover story, WXII, Fox8, Forsyth Family, Forsyth Woman

Select **Institutional Messages to campus from Chancellor Cole**, include:

- Oct. 3: [Hurricane Helene recovery and relief](#)
- Oct. 18: [UNCSA Media announces release of second album](#)
- Oct. 21: [You're invited to Employee Appreciation Week](#)
- Nov. 4: [Tomorrow is Election Day](#)
- Nov. 5: [Bridging the divides](#)

**DIGITAL MEDIA BY THE NUMBERS**

September – November 9, 2024

**Web at a Glance:**

- **Total Users:** 149.8K
- **New Users:** 139.4K
- **Pageviews:** 912.6K
- **Top Traffic Source:** Organic Search (74.6K Users and 534.8K Pageviews)

**Social Media at a Glance:**

UNCSA Institutional Channel

- **Impressions:** 773K
- **Engagements:** 15.7K
- **Engagement Rate:** 2.03%

UNCSA Presents Performance Channel

This year we created performance-dedicated performance channels.

- **Impressions:** 201K
- **Engagements:** 7.9K
- **Engagement Rate:** 3.93%

**Campus App at a Glance:**

- **Sessions:** 11,548
- **Unique Sessions:** 657
- **Pageviews:** 491

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

Since its founding in 1993, Thomas S. Kenan Institute for the Arts (TSKIA) has served as a partner for organizations and initiatives and a catalyst for innovative programs spanning arts and cultural research, arts education, and the creation of new work. Its impact bridges local, regional, and national geographies—supporting professional pathways for artists that begin at UNCSA and extend outward while also bringing renowned artists and projects to campus and surrounding communities. While its reach is national, the Institute remains firmly rooted in the South, a commitment that continues to guide its activities and partnerships.

TSKIA is transitioning from its recent strategic planning process into the program and partnership development phase of its mission-driven work, alongside a branding and institutional messaging initiative. The Institute's focus over the next three years will center on four core strategies aimed at redefining its role in transforming the cultural sector. These strategies, shaped by insights from the planning process, address shifting contexts and emerging opportunities for impact. Advancing these priorities will require strategic partnerships and targeted investments to enhance TSKIA's program design, implementation, communication, and evaluation capabilities.

The following highlights illustrate select programmatic partnerships, projects, and initiatives that position TSKIA as a creative incubator and accelerator for new ideas at the intersection of UNCSA and the broader arts community.

**STRATEGY ONE:** *Focus TSKIA's future work at UNCSA on creating transformational experiences for faculty, students, and alumni.*

At the heart of this strategy is the Kenan Opportunities Fund, which supports career development, transformative experiences beyond campus, and global connectivity for the UNCSA community. The fund also provides dedicated resources to advance industry partnerships and foster interdisciplinary collaboration at UNCSA.

- This year marks the third consecutive year of TSKIA's support for "[Holiday Suite](#)", an all-school immersive experience taking place in December 2024. Offered free of charge, this promenade-style installation performance introduces participants to the sights, sounds, and flavors of winter festivities celebrated across diverse cultures and communities. This year's experience features dance, puppetry, video installations, and performances, including work from UNCSA animatronics students who will animate mechanical and electronic holiday figures. Highlights include a Mexican-themed performance inspired by the Aztec Empire with dance, projections, and drones; a Taiwanese and Chinese holiday celebration with set design by alumnus Stephen Geiger; a Hanukkah experience featuring live music by a School of Music student and local community members; and a West African dance performance with live drumming. Kwanzaa will showcase choreography by alumna [Dwana Smallwood](#) and a Kinara set designed by Geiger, while "Winter Wonderland" will feature dancers from the Preparatory Dance Program and music from the Community Music School. The performances will be brought to life by lighting designer Ethan Furhmeister. With 150 participating students, multiple alumni contributors, and a range of artistic elements, "Holiday Suite" exemplifies the power of interdisciplinary collaboration in fostering artistic development and community connections.

- The S/OURCE Winter Intensive pilot program (non-curricular) is an emerging collaboration between Asheville, NC-based [Stewart/Owen Dance](#) and the UNCSA School of Dance, and TSKIA. Led by Stewart/Owen Dance Artistic Directors Gavin Stewart and Vanessa Owen alongside UNCSA faculty, the intensive is structured to provide conditioning to resume dance training after winter break with a goal to reduce injuries. The residency will include ballet, contemporary, repertory, cross-training, restorative sessions, and workshops conducted by industry professionals during the week prior to the beginning of the 2025 winter semester from January 6-10, 2025.

**STRATEGY TWO:** *Cultivate deeper creative connections among TSKIA, UNCSA, and regional communities.*

Under this strategy, we seek to leverage TSKIA's ability to establish pathways for deeper creative connections with the regional arts ecosystem. Through these programs, TSKIA and UNCSA can become a widely recognized model for innovative campus-community connections — including pilot funding for artists to incubate and develop new arts and cultural projects and experiences that connect the regional community with the campus community. TSKIA is also interested in multi-sector partnerships to amplify the connection between the arts and health and wellbeing.

- In September, TSKIA co-produced "Walking Water: A Ritual and a Practice," a time-based, site-specific walk co-created by [Cornerstone Theater Company](#) in collaboration with members of the Happy Hill community and [Triad Cultural Arts'](#) Shotgun House Legacy Site. This project illuminates the Black/African American story from a local perspective, highlighting how the Happy Hill neighborhood and the greater Winston-Salem community have shaped African American experiences both locally and nationally. The Kenan Institute for the Arts has been working with Cornerstone over the past year to develop a community-based residency including several creative projects with a range of local and campus partners, including UNCSA faculty from the Division of Liberal Arts and the Schools of Drama and Design & Production.
- Throughout the month of October, the Thomas S. Kenan Institute for the Arts worked with regional and national partners to support relief and long-term recovery efforts for the creative community in Western NC. Specifically, TSKIA has invested in several relief funds, including those administered by ArtsAVL, Toe River Arts, the North Carolina Arts Foundation, the Appalachian Funders Network, the Center for Craft, CERF+, and has supported the National Coalition for Arts Preparedness & Emergency Response (NCAPER) in hosting resiliency and technical assistance calls for artists and cultural organization impacted by Hurricane Helene. TSKIA and UNCSA are also partnering with organizations to advocate for the region's economic recovery and the restoration of its vibrant arts community to support the thriving community of artists who reside in Western, NC.
- In November, Kenan Executive Director Kevin Bitterman and Associate Director Liza Vest participated in a peer-panel review for the [Arts For EveryBody Community Project Grants](#), a program administered by the Arts Council of Winston-Salem & Forsyth County. Co-developed by the Arts Council, the Thomas S. Kenan Institute for the Arts, United Health Centers, City of Winston-Salem Neighborhood Services, and the Forsyth County Department of Behavioral Health Services, the grant program builds on the momentum of the national initiative "[One Nation One Project/Arts For EveryBody](#)." This initiative, in which Winston-Salem was one of 18 participating



cities, demonstrated how the arts can improve mental well-being and foster healthier communities. The grant program will support artist-led and community-based projects that promote arts participation that advances community health. Grant program applicants could request funding ranging from \$5,000 to \$35,000, with recipients to be announced in December 2024. The program is funded by a transformational ARPA investment from the City of Winston-Salem.

**STRATEGY THREE:** *Center TSKIA's programs on illuminating ways that artmaking undergoes continuous change and contributes to social transformation.*

This strategy refines TSKIA's curatorial approach, defining the qualities it seeks in partners and collaborators. The long-term vision is for TSKIA to become a sought-after national partner for creative research, artist support, cross-sector collaborations, and forums with UNCSA that advance a resilient and transformative cultural ecosystem.

- For example, in November 2024, the School of Filmmaking, in partnership with TSKIA, hosted award-winning Iranian American filmmaker [Cyrus Moussavi](#) for a campus residency. Moussavi, founder of [Raw Music International](#), shared insights into his work creating documentaries that explore underground music scenes across the globe, with projects spanning Mongolia, Myanmar, Kenya, Iraq, and Ukraine. Moussavi also discussed his experience running [Mississippi Records](#), an independent archival label dedicated to releasing music from unique and often overlooked artists around the world. Moussavi's work focuses on equitable partnerships with artists and their families, ensuring legal rights are secured while creating authentic and accessible records of their contributions. Additionally, Moussavi serves as the creative mentor for UNCSA students working on the film elements of *La Dureza*, as part of a partnership between [NYC-based Working Theater, the UNCSA School of Filmmaking, and TSKIA](#). Written by Ed Cardona Jr., this new project examines the lives and struggles of New York City's delivery workers. Created in collaboration with Los Deliveristas Unidos (Worker's Justice Project), *La Dureza* highlights delivery cyclists' fight for fair wages, workplace safety, and human dignity.

**STRATEGY FOUR:** *Invest in TSKIA's capacity to develop, deliver, communicate, evaluate, and refine programs.*

This strategy enhances program delivery and establishes a foundation for growth in collaboration with UNCSA, to ensure that TSKIA's internal operations are highly efficient, providing program management models and staff development initiatives that exemplify best practices in the cultural sector, distinguished by their effectiveness, thoughtfulness, and impact.

- Central to this initiative is TSKIA's collaboration with Big Duck Studio to develop a new messaging and branding platform that aligns with UNCSA while distinguishing TSKIA as a distinct division of the university. This effort includes refining the Institute's vision, mission, and values; creating a new logo and tagline; and crafting key messages that highlight how TSKIA champions the transformative power of the arts at UNCSA and beyond, while fostering a resilient cultural ecosystem. Throughout this process with Big Duck Studio, we hope to showcase TSKIA's thought

leadership in shaping the future of the arts, strengthen connections among UNCSA faculty, students, alumni, and the national arts community, and elevate how TSKIA creates transformational opportunities while inviting deeper engagement and partnerships. This process benefits greatly from the expertise of the UNCSA Office of Strategic Communications and the input of two working groups composed of UNCSA and industry partners, whose contributions are vital to the success of this work. We anticipate completing this work in January/February 2025 launch and implementation in tandem with TSKIA's strategic priorities.