



Report to the Board of Trustees of the
University of North Carolina School of the Arts
Thursday, September 3, 2009

Report to the Board of Trustees John Mauceri

On July 1, I began my fourth year as Chancellor of UNCOSA. And here we are at our first Board of Trustees meeting with a number of newly appointed members and an entirely new approach to the leadership of the school which now includes six new ex officio board members, all of whom are alumni and each of whom represents one of our conservatories as well as our high school. I welcome them and welcome this new and appropriate direction for our school. I am grateful to our board for its support in this reaching out, reaching back and reaching forward for UNCOSA.

Whereas my third year as chancellor began with a formal and intense development of alumni and the creation of alumni hubs in Los Angeles, New York and Chicago, this fourth year began with a retreat for the senior management with the goal of solidifying our team and the ways we can better work together. We took two days to align ourselves with a clear list of behaviors that everyone is committed to and that defines our team, and a clear list of values that define the culture of this team and, as we move forward, the entire institution.

In spite of last year's economic downturn, we have had enormous successes in maintaining our private fundraising levels, creating a number of endowed professorships, and renegotiating our financial obligations to the A. J. Fletcher Opera Institute. And, with the absorption of the Nutcracker orchestra by our school, we have created a scholarship stream that will equal all the monies lost to our Music School endowment because of the stock market's fall. In addition, the state of North Carolina has given us a total of \$2 million dollars to help offset the cutbacks and reversions of the past year -- and much of the credit for this goes to my colleagues, whose creativity, skill and hard work have achieved miracles.

Somehow, through a monumental collective effort from everyone, we got through all of last year and did not cancel a single on-campus performance. And permit me to remind you that our performances are not extra-curricular activities. Our performances are our classrooms, our labs, and our final exams.

The new year begins with more than 300 performances planned. Our student body will be over 1100, a number equal to the past years. The total enrollment will come from over 90 North Carolina counties as well as more than 40 states and some 14 foreign countries. The 296 high school students is the largest number we have seen in over three years. 60% of them come from North Carolina and four families have moved to our state just so their kids can come to UNCOSA. There is no diminuendo in this particular heroic symphony, and this is a tribute to our deans, our faculty and recruiters, as well as the ever-increasing reputation of UNCOSA.

We have already made important inroads with the seven new members of the Board of Governors who visited our campus two weeks ago. We were the only school represented at the Southern Legislative Conference, which met in Winston-Salem last week, and I was the only chancellor to speak before this body of some one thousand legislators from the South East, and Texas, too.

Our ever-increasing commitment to fundraising has two essential components: the state and private sources. While we continue to reinforce our relationship with our legislators, led by the excellent Jim DeCristo, Suzanne and I are working closely with GA and President Bowles to significantly increase our private support. Suzanne has been working with the President's chief advancement officer and the president has already promised to help us access the information essential to raising significant funds for our school. Indeed, each of our deans is now committed to helping with this initiative as a major team effort. President Bowles made a personal visit last week to help George, Scott and myself, in having the proper numbers to make the best decisions for a school he has come to love and advocate for.

We are about to embark on four mission-critical searches: Chief Academic Officer, Dean of our School of Music, Director of HR and a major gifts officer. Under the leadership of Scott Jenkins, we are well on our way to convert every program in our school to a two-semester system, which requires everyone to examine what we teach and how we teach it. For the first time in over a quarter century, UNCOSA's calendar and its reporting systems will be congruent to just about every other campus in the United States. It will give us a real summer school and will also allow for greater flexibility in the transference of students from and to other schools when that seems the best direction for one of our young people.

On April 3, 2007, I articulated my Vision 2020 for our school. We have worked during this past year to clarify our mission and our strategic goals based on that vision and to insure that everyone is on the same page. We shall, during this year, make private fundraising a prime objective. We will work intensely to improve the school's relationship with its alumni. We are working together to improve communication within our school as well as externally, effectively delivering the message of the school's continuing success, and ultimately, living in a culture of celebration.

To our spectacular faculty, our brilliant and hardworking staff, our alumni artist citizens and now our boards, I recommit my dedication to work with you, because nothing is more important than our precious students during these crucial times. We are the team and there is no one else who will or can do it for us. As the Native American elder once said, "We are the ones we have been waiting for."

Thank you.

Today, our newly appointed board member, Ron Schiller, became the President of the NPR Foundation and Senior Vice-president of NPR. Congratulations, Ron! For more information on our wonderful new board members, log on to UNCOSA's Website.