



Dear Campus Community,

As you know, for the past several days I have been meeting with my Senior Leadership Team and the Deans to discuss how to manage UNCSA's permanent budget reduction of \$2.97 million, or 10.8 percent, for 2011-12. We have also had discussions with the chairs of the Faculty and Staff councils and the Student Body President. After thorough analysis and careful deliberation, we have finalized a plan of action.

As part of the measures necessary to attain that amount of savings on a recurring basis, we are providing notice to seven staff members, from offices across campus, whose positions will be eliminated as a result of budget reductions. We have also eliminated six-and-a-half vacant staff positions, six vacant faculty positions, and an additional two faculty positions through retirement. In addition, we have moved one staff position to receipt-supported, and another to a non-operating budget funding source. (Note: As part of our preliminary cost-reduction efforts, on July 1 we contracted with our sister campus, Winston-Salem State University, to perform our internal audit function, thereby losing the first of the seven filled staff positions.)

We have also cut operating budgets and our unallocated reserves.

I am sure it is a great relief to all of you to know we will not have to close our School of Filmmaking – as was projected in some of our budget-reduction scenarios. Still, the film school has borne significant cuts.

We know cutting vacant faculty positions will cause a ripple effect across our curriculum, because some of those “vacant” positions are actually salary lines used by the arts schools to hire adjunct and guest faculty to teach required courses. And we know the loss of staff positions – and not filling vacant positions – will put even greater strain on already over-taxed support staff. No doubt, we will have to adjust our expectations of the responsiveness of our colleagues as they struggle to absorb additional responsibilities.

These were enormously difficult decisions. But it is our legal and moral obligation to protect the educational core of the school to the fullest extent possible, in order to preserve the mission of UNCSA. We are grateful to our many board members

and friends who brought much advocacy to bear to prevent a cut of greater magnitude.

I wish I could tell you that we could wave a magic wand and replace what has been lost; however, raising private funds to replace what most would consider basic operations in a public institution is all but impossible. Our private donations, which have increased significantly during these difficult times, are for scholarships or special projects, not salaries and institutional maintenance. It would take an immediate increase of \$75 million to our endowment to yield (at 4 percent) the \$3 million annually that was cut from our appropriation two weeks ago. Clearly, we must find a long-term strategy to ensure the future of our great school, and to that end, we will continue to work hard with UNC President Tom Ross and General Administration, and our elected officials.

Rest assured that we shall continue to educate our students and conduct the business of our university. It is what we must do. As perplexing as it sounds, we will continue to hire in certain critical positions. (We have a new Dean of Students starting on Monday!)

I know all of you are concerned about how these changes will affect our ability to teach our students and do our jobs. It will require more sacrifice, more compromise and more collaboration. But it is not impossible. If there ever was a time for us to pull together, this is it. Every artist experiences times like these. If we look at the entity known as UNCSCA as an artist, then the artist worthy of that name prevails through creativity, passion, hard work and collaboration in the face of adversity. That means, we shall prevail.

On behalf of the Senior Administration and Deans, I want to thank you for your steadfast commitment and resolve to keep UNCSCA among the best arts schools in the nation.

Sincerely,

*Mauceri*



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