

## University of North Carolina School of the Arts (UNCSA) Executive Vice Chancellor & Provost

***UNCSA seeks an accomplished academic leader with an arts background to:***

- ***recruit, retain and lead exceptional faculty drawn from the most diverse backgrounds possible,***
- ***continually improve UNCSA's ranking among peer institutions, and***
- ***continually improve UNCSA's reputation for academic and artistic excellence, student achievement, and community service.***

Reporting to the Chancellor, the Provost functions as UNCSA's Chief Academic Officer charged with academic oversight of the five art schools, which include the schools of Dance, Design & Production, Drama, Filmmaking and Music, as well as the undergraduate Division of Liberal Arts, High School Academic Program, and all high school, undergraduate and graduate faculty and students, their deans and academic leaders.

The Provost manages all academic support programs and functions across UNCSA. The Provost will oversee academic budgets; recruitment/retention of deans, academic staff and faculty; and all standards, policies and procedures associated with UNCSA's academic programs. The Provost also represents UNCSA's academic programs to internal and external constituencies.

Diversity is a strong value of UNCSA that finds expression in its practices, education, artistic expression and community service. UNCSA does not discriminate in employment, educational programs or activities on the basis of race, color, religion, sex, age, ancestry, national origin, sexual orientation, gender identity and expression, military or veteran status, disability, familial status, or political affiliation.

The Provost's overarching priority will be to maintain and advance the stature and ranking of UNCSA's academic programs; deliver an unparalleled environment for faculty and students to thrive; and recruit the very best faculty and students from around the world.

### **THE UNIVERSITY OF NORTH CAROLINA SCHOOL OF THE ARTS IN BRIEF**

Located in Winston-Salem, North Carolina, on a 78-acre campus, UNCSA is today one of the leading schools for the arts in the world, and is evolving its leadership team for a 21<sup>st</sup> Century world of art and culture.

UNCSA's leadership is comprised of the Board of Trustees, the Office of the Chancellor, other Boards attached to the Chancellor's office, the Office of the Provost, the Chancellor's Administrative Cabinet members and Deans. The Provost provides critical leadership for the academic team and its contribution to UNCSA's endeavors, and represents the academic function within the UNC system and to outside partners and stakeholders.

### **HISTORY & MISSION**

Founded by a collaboration among diverse arts, business, civic and political leaders in 1963 and integrated into the University of North Carolina in 1972, UNCSA was initially founded and stewarded by American composer Vittorio Giannini. Deans and faculty are often working artists, and UNCSA administrative leaders have generally been strongly affiliated with the various arts disciplines taught by the school, although there have been exceptions. UNCSA's mission is to provide gifted emerging artists with the conservatory training, experience, knowledge, and skills

needed to excel in their disciplines and in their lives. More information on UNCOSA's history can be found [here](#).

### **ACADEMICS & STUDENTS**

Long a national hub of arts education, and regional hub of arts producing and presenting, UNCOSA's strategy is to engage academic, business, and community leaders in building a fully realized arts ecosystem that mirrors the arts ecosystems that students will experience throughout their careers. The school's programs are nationally recognized for academic rigor, teaching excellence, artistic merit and for cultivating arts professionals across diverse disciplines.

2018 college enrollment comprised 1,042 students (890 undergraduate and 152 graduate). [The UNCOSA High School](#) additionally hosts 250 high school students who experience immersive conservatory training in the arts while earning a high-school diploma. All students are selected by audition or portfolio review and interview.

UNCOSA offers graduate, undergraduate and high school students programs in five disciplines:

- **Dance**: Ranked as one of the top five university dance programs in the country, the School of Dance offers both Ballet and Contemporary Dance undergraduate degrees. The school also has one of the best high school dance, and academic programs in the nation and students graduate with a high school diploma. The School of Dance has four main stage productions a year in theaters on-campus and our large theater in downtown Winston-Salem. The Fall, Winter, and Spring performances include works by master choreographers in the field, and during the winter holidays, our 12 performances of The Nutcracker attracts 14,000 audience members year after year. Many of our alums are dancing in companies large and small in the United States and Europe.
- **Design & Production**: This conservatory program has a reputation within the global entertainment industry as a vanguard of design and innovation for live entertainment events including theatre, opera, dance, special events, devised and immersive theatre and theme parks. With a post-graduation employment rate of 98%, this rigorous program is considered the "da Vinci" of art and design training the whole artist for careers in 12 different design, technology and management programs: scenic, lights, projections, sound, stage properties, scenic art, costume, wig/make-up and project/production stage management, stage automation, and animatronics (2020 launch). A two-year nationally recognized Visual Arts program also operates under this school's auspices.
- **Drama**: For more than 50 years, the School of Drama has produced some of the most captivating, versatile and successful actors and directors in theater, film and television. The School of Drama is ranked as a top drama school in the United States offering undergraduate acting and directing concentrations. The School of Drama also includes one of the best 12th grade high school capstone drama programs in the country.
- **Filmmaking**: Ranked among the best film schools in the country, the School of Filmmaking trains students to be storytellers utilizing the various aspects of the moving image arts. With state-of-the-art equipment and facilities, students shoot numerous and varied projects through hands-on courses in every facet of modern film production during all four years that they are in the program. Undergraduate students choose a concentration—animation, cinematography, directing, editing & sound design,

producing, production design, or screenwriting—and collaborate with classmates on original short films, submitted to festivals around the world. Graduate students choose to concentrate in Film Music Composition, Screenwriting, or Creative Producing.

- **Music:** The School of Music offers a transformative music conservatory experience within the university and high school music program that combines intensive individual study under artist mentors with a fantastic variety of performance opportunities — more than 150 recitals, concerts as well as two fully-staged operas each year, including breath-taking collaborations with other UNCOSA performing arts schools.
- Along with rigorous arts training, all students receive intensive academic instruction through one of two academic units:
- The [Division of Liberal Arts](#) (DLA) offers the institution's general education courses, which are designed to develop knowledge and skills that complement students' work in the arts. Undergraduate students receive a minimum 30 credit hour core as a requisite part of any BFA or BM degree program.
- The [High School Academic Program](#) has high school students spending up to half of their time in academic courses with an average student/teacher ratio of 13:1. High school students are prepared to enter the most competitive four-year colleges and universities should they choose this path.
- The [Division of Student Affairs](#) led by the Dean of Students and staff who continually evaluate student needs and interests through counseling services, new student orientation, residence life, student success, and student health services. Additional services include student activities, transportation services and student outreach services.

Degrees awarded include a High School Diploma, Bachelor's and Master's degrees, and a Professional Artist Certificate. UNCOSA's high school academic program is accredited by AdvancED (Southern Association of Colleges and Schools), while the college programs are accredited by the Commission on Colleges of the Southern Association of Colleges and Schools. The school calendar is a two-term (fall and spring) model, August to May with a summer session.

Also interacting with the Office of the Provost is [The Kenan Institute for the Arts](#), a catalyst that brings together next generation artists, entrepreneurs and innovators in different kinds of collaborations; the [UNCOSA Library & Learning Commons](#), which supports educational, artistic and performance objectives of UNCOSA's faculty, staff and students, as well as other members of the local community; associates of the [Center for Design Innovation](#), a multidisciplinary center shared by UNCOSA and nearby Winston-Salem State University, one of the UNC system's thriving HBCUs; and [UNCOSA Presents](#), a presenting arm of the school that brings performers of national and international stature to the school's downtown performance venue throughout the year.

### **BY THE NUMBERS**

Half of UNCOSA students come from a changing mix of about 65 of North Carolina's 100 counties; the other half come from more than 45 other states, territories and the District of Columbia, and nearly two dozen foreign countries. The 144 full-time, resident faculty plus 56 visiting/adjunct faculty provide a student/faculty ratio of 9:1 (including high school).

UNCOSA operates with a \$65 million annual operating budget that includes \$32 million (50%) state appropriation, \$16 million (24%) tuition, \$9 million (14%) earned revenue, and \$8 million

(12%) grants. The current value of the School of the Arts' endowments is \$67.7 million. The UNCSA [budget](#) represents less than 1 percent of the entire UNC System's budget.

**BASIC FUNCTION**

The Provost will report to the Chancellor and is charged with direct oversight of the five arts schools, Division of Liberal Arts, and High School Academic Program, their deans, academic leaders and faculty. The Provost will directly oversee academic budgets, recruitment and retention of deans, academic staff and faculty.

This position is specifically crafted for a leader who will engage the best creative efforts of deans, academic staff and faculty as UNCSA drives to higher levels of academic achievement and artistic reputation. The Provost bears responsibility for accreditation activities across all UNCSA academic programs, for UNCSA's overall academic standing, and for third-party ratings of major colleges and universities.

In accordance with UNC System policy, the Provost will review, and enhance on a continual basis, UNCSA's academic standards and the processes used for setting such standards. The Provost will also review and improve academic and shared governance processes, which are used to manage change in the academic setting. She/he will formulate and administer all processes and procedures related to academic administration and the academic calendar, including compliance processes, as well as procedures for transfers, admissions and graduation. The Provost manages overarching academic support programs and functions across UNCSA's schools, and all academic facilities, libraries and resources used by deans, faculty, and academic staff. The Provost will also represent UNCSA academic programs to internal and external constituencies as the Chief Academic Officer.

The Provost is expected to work closely with his or her deans, staff and faculty to introduce improvements in a well-planned way. With strong communication to manage the expectations of affected constituencies, the Provost will set concrete delivery milestones, and specific measures of academic success that are also tied to accreditation processes and third-party ratings of major colleges and universities.

The Provost will constantly focus on making UNCSA's academic governance and administration consistent across schools, while simultaneously implementing specific programs in ways that improve UNCSA's ranking. The Provost will be an advocate for excellence, fair and consistent process, interdisciplinary collaborations, and for individuals and programs that most effectively contribute to improving UNCSA's academic profile.

Sustained funding for academic programs will remain a critical concern for the entire University, from the Board of Trustees and the Chancellor, to every member of Chancellor's senior management team, faculty, staff, students and parents. The Provost is expected to work closely with the Vice Chancellor for Advancement to define the Provost's on-going, hands-on role in fund development activities for academic programs, equipment and facilities. The Provost will also work to define appropriate roles and objectives for deans, other academic leaders and faculty. The idea that financially strengthening UNCSA is everyone's concern, marks a major cultural shift for the academic community as a whole, and will yield a productive dialogue on balancing priorities and financial realities. Working closely with deans and faculty, particularly with those members of the academic team that are regarded as having taken a leadership role in fund development for academic pursuits, the Provost will continually refine the model for encouraging different members of the academic team to contribute in various ways to fundraising efforts. It is anticipated that the Provost, deans and faculty will periodically

collaborate with the Office of Advancement in direct solicitation activities, particularly when funding for academic programs is at stake.

In collaboration with the Chancellor, other members of the senior management team, and the faculty and staff through shared governance processes, the Provost will shape and implement programs that create the best possible environment and support infrastructure for faculty and students to advance their art. The Provost will explore both traditional and new approaches to developing and conveying knowledge. She or he will encourage and facilitate original works of the highest caliber recognized for innovation and artistic merit.

The Provost will encourage and facilitate the best possible teaching environment, and a learning experience that students embrace. To this end, the Provost will maintain a close relationship with the Office of Student Affairs and to the student body as a whole. An important part of the Provost's responsibility is to provide for, and learn from, the ongoing evaluation of the teaching/learning experience from the perspectives of both faculty and students. As part of the Provost's responsibility to provide the best possible teaching and learning environment, she/he oversees UNCSA's misconduct and discipline processes for faculty and students with the help of the Vice Chancellor for Institutional Integrity & General Counsel, the Vice Provost & Dean of Student Affairs, the Director of Human Resources and other members of the team.

In collaboration with the Vice Chancellor for Finance & Administration, the Provost will shape and manage the overall budget for academic functions of the five schools, Division of Liberal Arts, and High School Academic Program. The Provost will review how each financial and time investment in infrastructure, physical assets, research, creative production, and teaching advances knowledge and learning outcomes. The Provost will participate in responsible allocation of limited financial resources and operating infrastructure to those activities that most effectively advance the mission of UNCSA.

In coordination with the Chancellor and the Vice Chancellor for Strategic Communications, the Provost will serve as an articulate and persuasive spokesperson for UNCSA and its academic departments and personnel. The Provost will represent UNCSA and its academic programs to a broad range of internal and external constituencies, including other universities and colleges, current and prospective faculty, students, parents and alumni, partner institutions, and members of a broad local, national and international community. In particular, the Provost will cultivate strong and supportive relationships internally and externally, and a desire among academic leaders, arts faculty and funders to be closely connected with the University of North Carolina School of the Arts. The Provost will participate in the coordination of external communications with External Affairs, including continual upgrades to the web-based articulation of UNCSA's academic programming, performances and accomplishments.

### **IDEAL EXPERIENCE**

The ideal candidate will have the following range of experience and qualifications:

- Senior management and leadership responsibility in a university, college or associated institution that is known for artistic excellence and innovation; strong experience in evolving academic standards and accelerating change that measurably elevates the academic stature of institutions is desired;
- An understanding of, and deep appreciation for, the world inhabited by university and college faculty, artists, academics and teachers; a record of achievement that is well regarded in the field; a teacher, scholar or practitioner who would qualify for a faculty

appointment at UNCSA; experience working in collaboration with diverse teams of individuals representing different disciplines, each with its own focus, knowledge, artistic processes and methods; a demonstrated ability to forge mutually respectful relationships with fellow academic leaders and faculty;

- An advanced degree;
- Strong experience in recruiting, developing, retaining and leading a diverse group of faculty who work in alignment with the overall mission of a college or university; an ability to shape an academic environment that attracts top talent; current or past experience as an faculty member is important;
- Deep experience in connecting the public to the world of intellectual, artistic, and creative exploration; a track record of raising the public profile of organizations and divisions within organizations; an ability to bridge the world of the arts and humanities with other fields (business, other academic fields, civil-society organizations, leaders in government, etc.); an understanding of the needs of students and academic professionals with different backgrounds, ethnicities, interests and aptitudes;
- A detailed understanding of academic standards and governance models, and an ability to manage the operational and financial aspects of university academic affairs; an understanding of higher education revenue and expense models would be a distinct advantage; demonstrable commitment to, and experience with, a robust culture of faculty shared governance;
- The ability to work successfully with government leaders, donors, community leaders, artists, educators, faculty, and boards to incite interest in and strengthen the institution; measurable and successful results in raising funds and in identifying, cultivating and soliciting donors and other sources of revenue is advantageous;
- An ability to motivate others to bridge internal organizational divisions; experience in developing constituents and support among people with different priorities; an understanding of the tools required to encourage and manage institutional change, including: development of strategic plans, identification and implementation of best practices, implementation of incentive and reward programs, an understanding of the impact that group and peer feedback has on teamwork and job satisfaction;
- Outstanding oral and written communication skills, including the means to address issues in non-confrontational and non-polarizing ways, but nevertheless with determination; a track record as an effective manager of subject matter experts and academically minded teams.

### **PERSONAL CHARACTERISTICS**

The successful candidate should be:

- A mission-driven, decisive individual with a belief in the mission of the University of North Carolina School of the Arts, and total commitment to advancing diversity, equity and inclusion as expressed in recruitment of deans, faculty, staff, students; in terms of the art taught and advanced by the university; and in terms of interactions with the broader UNC and community ecosystems;
- A commitment to continuous, measurable improvements to UNCSA's academic programs, artistic endeavors, faculty reputation and student achievement; a person

focused on improving the overall rating of the academic programs of UNCSA as measured by such third-party benchmarking organizations;

- Someone comfortable receiving input from many sources, and able to analyze and formulate disparate information into sound, well-organized plans; a person able to garner necessary support and refocus ambiguous situations so concrete action can be taken; a person unafraid to take that decisive action and drive change when situations demand it;
- A good listener and strategist who is intrepid yet tactful; a person with the flexibility and creativity needed to find alternative ways to reach objectives when barriers arise; a skilled negotiator who does not drive themselves or others into a corner;
- A charismatic communicator, able to build enthusiasm for UNCSA and its program of change and improvement to the academic environment among internal and external constituencies; a person able to advance UNCSA's academic reputation through exceptional verbal and written communication skills;
- A hard worker with a high energy level; a "doer" with a willingness to work hands-on in developing and executing a variety of activities to strengthen UNCSA and support the work of deans, faculty and other colleagues who also retains an intense focus on students, advancing the arts, and on diversity, equity and inclusion that are essential components of the values and mission of the University of North Carolina;
- Emotionally mature with a good sense of humor and the flexibility and sensitivity to work with diverse personalities and situations.

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