

Chancellor's Office  
One University Drive  
P. O. Box 1510  
Pembroke, NC 28372-1510  
Telephone: (910) 521-6201  
FAX: (910) 521-6176

August 29, 2012

President Thomas W. Ross  
University of North Carolina  
General Administration  
P.O. Box 2688  
Chapel Hill, North Carolina 27515-2688


Dear President Ross:

When I arrived in July, 2010 the Chancellor's leadership team included six vice chancellors and an attorney who also held the title of chief of staff. Since 2010, I have made several organizational changes that included eliminating one VC position, downgrading another to a special assistant, eliminating the chief of staff assignment to the attorney and creating a special assistant position to take over the management duties previously handled by the attorney. I have come to realize that the special assistant position cannot adequately replace the chief of staff role. Therefore, I am requesting permission to create a tier 1 chief of staff position, and if approved, would eliminate the special assistant position (now vacant). My plan is to fill the chief of staff position internally.

I have two main reasons why I believe a Chief of Staff is both a needed and timely addition to my leadership team. First, I am way too involved in day to day operations of the university which reduces my time to be strategic and external. I am having to follow-up on too many directives and new initiatives to assure they have been executed. A Chief of Staff will provide the type of oversight I need on day to day matters. Second, three long-time VCs (Chief Financial Officer, Student Affairs and Enrollment Management) retired this summer. As a result, I have lost institutional memory within the cabinet. Filling the Chief of Staff position internally with a well-respected person of long-standing in the university will add to the Cabinet a person with extensive UNCP experience and a commitment to the university's core values. Since the new CFO and new Student Affairs VC will likely come from the outside through national searches, I will need someone in addition to myself to provide grounding to the cabinet because most members are or will be newcomers to UNCP and/or their role. My current cabinet consists of: VC Advancement, 10 months at UNCP and new to the role; Provost, 16 months at UNCP and new to the role; CFO, actively recruiting and will be new to UNCP; VC Student Affairs likely to be new to UNCP; General Counsel, 4.5 years at UNCP; and AD, 15+ years in role.

I appreciate your consideration of my request. Your approval will greatly improve my effectiveness as a Chancellor by allowing me to become more strategic and external and, at the same time, remain fully engaged with internal matters of the university.

Sincerely,



Kyle R. Carter  
Chancellor

The University of North Carolina General Administration

The University of North Carolina at **EPA Designation Request Form** PembrokeChancellor's Office

Institution:

Division/School/Department:

**EPA Designation Requested:** ☐☐☐Chief of StaffN/A6082-0000-0003-201187☐☐☐N/AVacantDr.

Senior Academic and Administrative Officer, I.A.\* (SAAO, Tier I) Kyle R. Carter,  
Senior Academic and Administrative Officer, I.B.\* (SAAO, Tier II) ChancellorDebbie  
Instructional Resources06/07/12P.O. Box 1510, One University Drive, Pembroke, NC  
Research 28372-1510910-521-6488910-521-6553Debbie.Burgess@uncp.edu  
BurgessDirector of Human

**Proposed Position Information:**

Proposed Title:

Proposed Working Title (if different):

Proposed Position Number: Proposed JCAT Code:

Current Status: SPA EPA New Position

**Current Position Information (if applicable)**

Current Title:

Name of employee in position:

Name and title of supervisor:

**Institutional Authorization:**

Print Name: Title:

Signature: Date:

Mailing Address:

Telephone: Fax: Email:

**Electronically submit completed form with the following required documentation:**

- ☒ A written justification for requested action to include specific reference to relevant elements in SAAO definition or Instructional/Research definitions.
- ☒ A detailed position description.
- ☒ An organizational chart that includes position titles, position numbers, position designations (SPA, EPA, SAAO), and employee names.

**Submit to:** Ann W. Lemmon, Associate Vice President for Human Resources,  
UNC General Administration, PO BOX 2688, Chapel Hill, NC 27515-2688,  
Fax: 919-843-8327 Phone: 919-962-4555 Email: [awlemmon@northcarolina.edu](mailto:awlemmon@northcarolina.edu)

[http://www.northcarolina.edu/hr/hr\\_council/EPA\\_Res\\_Info.htm](http://www.northcarolina.edu/hr/hr_council/EPA_Res_Info.htm)

\*As defined by SAAO Policy, paragraph I.A or I.B Revised 11/2010

## **Position Description for Chief of Staff**

**PN 6082 0000 0003 201**

August 29, 2012

### **Office of the Chancellor**

The primary purpose of the Office of the Chancellor is to provide support services to the Chancellor of the University of North Carolina at Pembroke. The Chancellor is the Chief Executive Officer of the institution and serves as the senior administrative leader and official spokesperson at the local, state, national and international levels; establishes and maintains effective planning and management; provides leadership to the campus community to ensure the fulfillment of the University's mission of instruction, research, and public service; promotes the educational excellence and general development and welfare of the institution; and defines the scope of authority of faculties, councils, committees, and administrative officers of the institution. The Office of the Chancellor coordinates and supports the activities of the Board of Trustees, serves as the liaison between the UNC General Administration and the campus community, serves as the point of contact for the various constituent groups served by the university, provides internal coordination and leadership on administrative matters, and provides technical and clerical support to the Chancellor.

### **Chief of Staff**

In collaboration with other members of the Chancellor's Cabinet, the Chief of Staff is responsible for planning, organizing, and guiding the initiatives and activities of the Chancellor as they relate to the internal operations and the external relationships of the University.

### **Duties and Responsibilities:**

1. Supports the Chancellor in leading an effective senior management team, managing the team's agenda, decides which items require priority attention, and prepares or secures materials to advance discussion by the Cabinet, appropriate consultation with affected individuals and groups, ultimate decision by the Chancellor, and appropriate follow-up to ensure effective implementation.

- Ensures that targeted research and analysis on important issues is conducted and coordinates production of briefing materials on significant issues before the Chancellor for decision.
- Works with the Office of the General Counsel to ensure that proposed changes in University policy or procedures are fully vetted with affected campus constituencies before being scheduled for Cabinet discussion and Chancellor's decision.
- Leads and completes special projects and assignments as required, particularly those involving inter-divisional implications.
- Plans and organizes weekly Cabinet meetings
- Plans and organizes Cabinet retreats
- Oversees and manages the annual goal setting and job target process for the Chancellor.

2. Plays a central role in the institutional planning process to develop and implement the five year institutional plan, aligning institutional resources to support the achievement of the goals and objectives included therein.

- Acts as the Chancellor's liaison to the Strategic Planning and Resource Council to assure appropriate attention on an annual basis to preparing measures of institutional effectiveness relative to the achievement of goals and objectives of the institutional plan, institutional performance measures. Documents continuous improvement efforts implemented as a result.
- Works with Office of Institutional Research and other divisions as needed to prepare annual performance benchmarks for review by the Board of Trustees.
- Acts as Chancellor's liaison to University Budget Advisory Committee

3. Helps to establish priorities for use of the Chancellor's personal time and attention and to ensure that the Chancellor is always provided with appropriate and timely information to facilitate efficient and effective decision-making and follow-up required for implementation.

4. Is the central contact for all special events in which the Chancellor is expected to play a role. To that end, works closely with the VC for Advancement and the Executive Director of Communications and Marketing to represent the Chancellor's interests and assure all events are conducted to a level of excellence as expected by the Chancellor.

5. Works with Special Assistant for Constituent Relations in planning campus visits by individual or groups of members of the Board of Governors.

6. In conjunction with the Chancellor and Assistant Secretary to the Board of Trustees develops a draft Board of Trustees agenda to be submitted to the Board chair.

7. Assists the Assistant Secretary to the Board of Trustees in planning and executing all Board of Trustee meetings, retreats and special functions.

8. Oversees effective execution of the staff functions of the Chancellor's Office, including daily operations, office budget and finance, and staff.

9. The Chief of Staff will be responsible for overall management of Chancellor's Office staff, including division of responsibilities, training and professional development, and completion of annual performance evaluations.

10. Undertakes various internal and external communication efforts on behalf of the Chancellor. Works closely with the Office of Advancement on the development and implementation of key communication strategies and messages to be conveyed by the Chancellor in documents such as speeches, newsletters, annual Fall address, and other reports as necessary.

11. Serves as institutional representative on selected internal committees and external civic groups, boards, and councils as determined by the Chancellor.

**Discretion and Independence of Actions:**

The Chief of Staff will be expected to work independently with little supervision from the Chancellor. He/she will be responsible for the smooth running of the Office of the Chancellor and will have the discretion to make decisions and represent the Chancellor whenever needed.

**Supervision:**

Special Assistant for Constituent Relations  
Director for Compliance and Student Athlete Success  
Executive Assistant  
Executive Assistant  
Administrative Support Associate  
Assistant AD for Compliance

The Chief of Staff will be responsible for all hiring, terminating, training, disciplining and evaluation of subordinate positions in the Chancellor's office.

**Supervision Received:**

The Chancellor will provide guidance and training as necessary, but the Chief of Staff will be expected to consult with other members of the campus community, including the Cabinet members, to ascertain the information needed for the various responsibilities of the position.

**Education, Skills and Experience:****Required**

- Master's degree or better from an accredited University.
- At least 10 years of progressive experience in administrative roles within a large organization, preferably an institution of higher education.
- Demonstrated understanding of the organization, administration, and management of a modern institution of higher education or an institution or business of comparable size and complexity.
- Experience in building trust-based relationships with other senior administrators, faculty, staff, governing board members, elected officials, and community representatives (or their equivalents in other employment settings).

**Preferred**

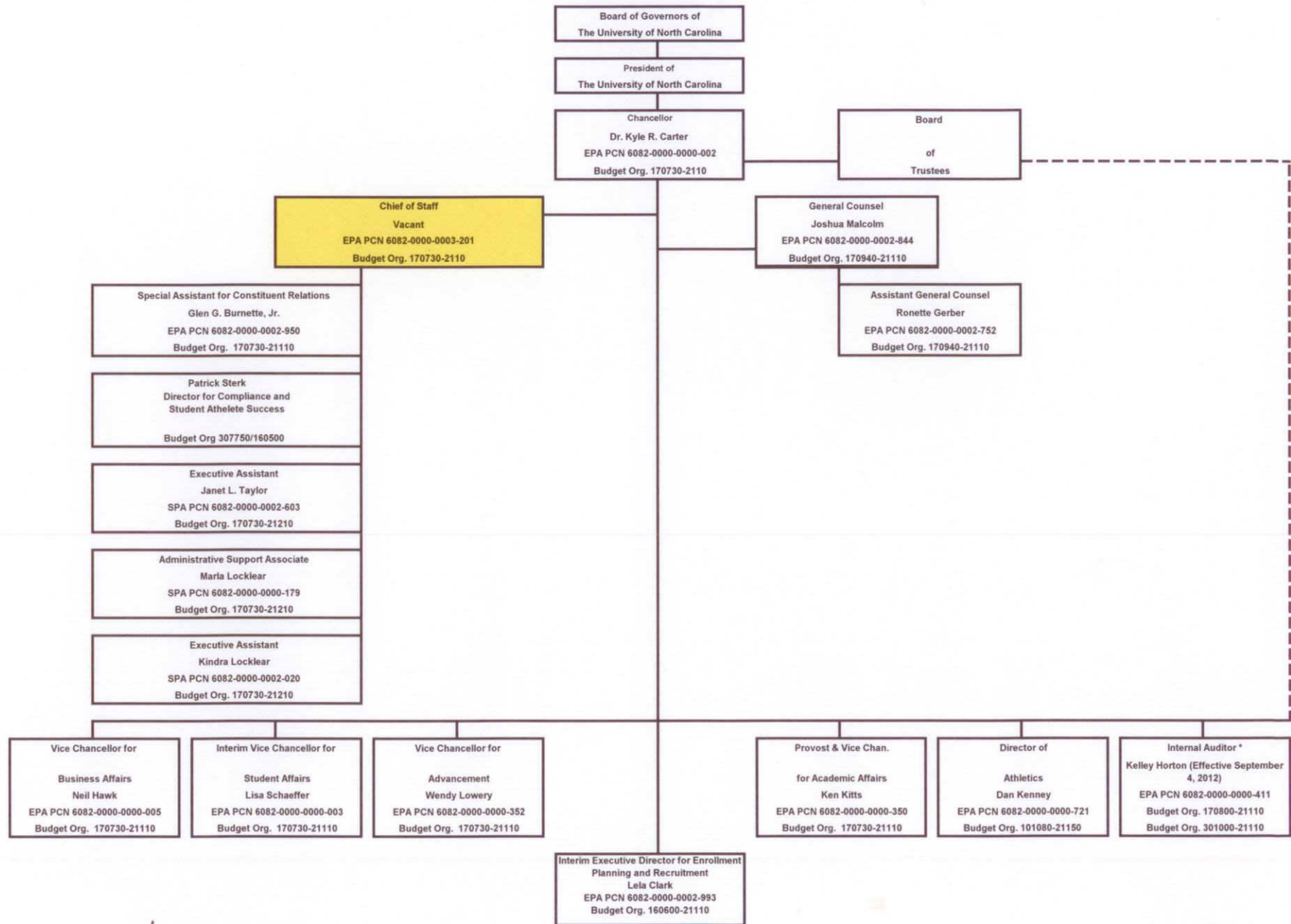
- Background in one or more of the following: strategic planning, organizational development, organizational planning, project management, or policy development/implementation.
- Experience in working directly or indirectly with a governing board of an institution of higher education, business, or non-profit organization, and an understanding of the distinction between governance and administration
- Experience in managing or working with administrative support staff.

**Required knowledge, skills, and abilities:**

- Understanding of and commitment to Chancellor's administrative operating principles and
- Strong personal skills in listening to alternative points of view and development of policies and problem solutions that are in the best long-term interest of the University.
- Capacity for sound judgment, maturity, tact, diplomacy, discretion, ability to maintain confidences, and a strong sense of personal and professional integrity.
- Intelligence, flexibility, creativity, strong attention to detail, tolerance for ambiguity, and sense of humor.
- Superior skills in writing and oral communication, including editing for clarity and correctness. Ability to convey complex ideas in a concise and comprehensible fashion under time constrained conditions.
- Ability to understand institutional history and negotiate organizational culture to promote accomplishment of the Chancellor's initiatives and the goals of the five-year Institutional Plan.
- Ability to understand existing and proposed University policies, particularly with respect to the details and consequences of implementation.
- Ability to analyze complex institutional and interpersonal situations and to develop and assess possible alternative solutions.
- Ability to understand and utilize statistical data sources and forms of analysis common in higher education.



**The University of North Carolina at Pembroke**  
**Office of Chancellor**  
**Organizational Chart**



  
 Kyle R. Carter  
 Chancellor

8/29/12  
 Date

\* The Internal Auditor has an additional reporting relationship to the Chair of the Finance and Audit Committee of the Board of Trustees.