

PRESIDENTIAL SEARCH

THE SEARCH FOR A LEADER



Are you our Leader?

The Search Committee for the next president of the UNC System has embarked on a mission to find the *ideal* leader. **Not just any leader, the ideal leader.**

The University of North Carolina System ranks among the best higher education systems in the country. It deserves a leader with **proven leadership** capacity to take a great System into a future where education, health care, media and communications, and the vast many other programs administered by the System are changing and evolving.

It is difficult, if not impossible, to identify any North Carolinian that is not a stakeholder of the UNC System. It is important to understand that organizations, businesses, and communities depend on the UNC System to provide opportunities and drive progress in our State, the country, and the world. For this reason, the Search Committee spent the last several months gathering feedback from the many stakeholder groups of the System on what the next leader should understand about the needs the System must address and the qualities most needed in a leader to address those needs.

The Search Committee has developed a process that is committed to balancing transparency while affording a potential candidate confidentiality in their participation in the process. Transparency allows us to provide you with the feedback of our stakeholders and the portrait of what our Search Committee is looking for in the next president.

In order for you to know if you potentially are our leader, it is important for you to understand the mission and history of the UNC System, the accomplishments and challenges of the System, the established roles and expectations for the president, and those qualities that the Search Committee has determined are essential to being the **ideal leader** of the UNC System.

Mission Statement

The University of North Carolina System is a public, multi-campus university dedicated to the service of North Carolina and its people. The UNC System encompasses 16 universities, a constituent high school, and other educational, research, and public service organizations, each of which share in the overall mission of the UNC System. That mission is to discover, create, transmit, and apply knowledge to address the needs of individuals and society. This mission is accomplished through instruction, which communicates the knowledge and values and imparts the skills necessary for individuals to lead responsible, productive, and personally satisfying lives; through research, scholarship, and creative

activities, which advance knowledge and enhance the educational process; and through public service, which contributes to the solution of societal problems and enriches the quality of life in the State. In the fulfillment of this mission, the UNC System seeks an efficient use of available resources to ensure the highest quality in its service to the citizens of the State.

History

The University of North Carolina System has a long history spanning more than 220 years. Chartered by the North Carolina General Assembly in 1789, the University of North Carolina was the first public university in the United States to open its doors and the only one to graduate students in the eighteenth century. The first class was admitted in Chapel Hill in 1795. For the next 136 years, the only campus of the University of North Carolina was at Chapel Hill.

Additional institutions of higher education, diverse in origin and purpose, began to win sponsorship from the General Assembly beginning as early as 1877. Five were historically black institutions, and another was founded to educate American Indians. Some began as high schools. Several were created to prepare teachers for the public schools. Others had a technological emphasis. One is a training school for performing artists.

The 1931 session of the General Assembly redefined the University of North Carolina to encompass three state-supported institutions: the campus at Chapel Hill (now the University of North Carolina at Chapel Hill), North Carolina State College (now North Carolina State University at Raleigh), and Woman's College (now the University of North Carolina at Greensboro). The new consolidated University operated under the authority of one president and a single board of trustees. By 1969, three additional campuses had joined the consolidated University through legislative action: the University of North Carolina at Charlotte, the University of North Carolina at Asheville, and the University of North Carolina at Wilmington.

In 1971, legislation was passed redefining the University of North Carolina System to encompass the six institutions of the consolidated University as well as each of the state's ten remaining public senior institutions, which had until then been legally separate: Appalachian State University, East Carolina University, Elizabeth City State University, Fayetteville State University, North Carolina Agricultural and Technical State University, North Carolina Central University, the North Carolina School of the Arts (now the University of North Carolina School of the Arts), Pembroke State University (now the University of North Carolina at Pembroke), Western Carolina University, and Winston-Salem State University. In 1985, the NC School of Science and Mathematics was declared an affiliated school of the University; and in July 2007, NCSSM, by legislative action, became a constituent institution of the UNC System. The 1971 legislation preserved the legal continuity and connection of the UNC System to the original university chartered in 1789, renamed the board of trustees as the Board of Governors, changed the number of Board members and their method of selection, and provided for each constituent institution to have its own board of trustees, with specific duties and responsibilities to be determined and delegated by the Board of Governors. All the schools and universities welcome students of both sexes and all races.

Read more of the 220 year history at <https://www.northcarolina.edu/about-our-system/220-years-history>.

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Accomplishments and Challenges

The accomplishments of the UNC System have gained national prominence over its long history. UNC System stakeholders who have provided input as part of the search process described the UNC System as a crown jewel of our State. They reminded us of the System's value to the State and the important role it plays in preparing our students to be productive citizens and providing our businesses with competent, skilled talent.

Stakeholders consistently identified the unique capabilities of each of the constituent institutions among the System's greatest strengths. It is that uniqueness that provides value to the incredibly diverse populations in our State. However, it is each constituent institution's special features that also present a challenge, or more accurately stated, an opportunity for our next leader to build on and nurture the unique features of our institutions to address challenges that are distinctive to the communities in which our universities are located.

Another important strength of our System, which greatly contributes to its many accomplishments, is the talent of our chancellors, faculty and staff. The work of these talented individuals has solidified the reputation of the UNC System, which allows us the ability to recruit the best and brightest to advance our System and help improve the quality of lives in our state and beyond.

One of the greatest challenges the UNC System faces is not simply to the UNC System but is, in fact, a global one: *the changing face of higher education*. This challenge is both multidimensional and multifaceted. It requires the ability to address multiple factors at once including new innovative ways to deliver education, the changing face of our students (older, working students), the impact of student debt, changing workforce requirements and how they impact our existing curriculums at our institutions, along with many other factors that continue to present themselves. Despite these challenges, each year, the UNC System produces more than 55,000 graduates with the skills and knowledge necessary to succeed – not only in today's labor market, but in tomorrow's. Our graduates finish their degrees faster and with less debt than their peers in other states. The UNC System is a national leader in both affordability and student success, and our institutions are producing more degrees for every dollar of state funds than they were ten years ago.

Stakeholders identified the numerous constituencies and interests the president must serve as a challenge of the position. Our leader, as president of the UNC System, works under the direction and authority of the 24-members of the Board of Governors. It is imperative that the president earn the Board's confidence by engaging directly with Board members on the wide range of topics critical to the System. It is also imperative that the president have the independence and confidence to skillfully articulate their views and insights to the Board. Additionally, the president works directly with and

oversees the work of the chancellors of the constituent institutions and the UNC System Office staff. The president must be able to effectively communicate with these leaders and be the chief advocate on their behalf to the Board of Governors and the General Assembly.

The UNC System has experienced some very public challenges over the last few years including controversies regarding a controversial monument on the UNC-Chapel Hill campus, public safety and communication concerns, and high-level personnel matters that received considerable media attention. Therefore, this System will need a leader who will be bold in confronting controversies head-on while also working strategically to avert potential ones; moreover, we seek a leader who can do so effectively and transparently giving our state's stakeholders continued confidence in the UNC System.

Strategic Plan through 2022

The current Strategic Plan covers a five-year period (2017-2022). Unanimously adopted by the Board of Governors on the president's recommendation, the plan established a series of well-defined, measurable goals in five key areas—**Access, Student Success, Affordability and Efficiency, Economic Impact and Community Engagement, and Excellent and Diverse Institutions**. The new president will execute the plan's goals and lead the System's work to update the plan in the future.

These are the **current priorities** of the University and the priorities for the next President:

1. Access

The strong partnership between the UNC System and the North Carolina Community College System has created more efficient, affordable pathways to bachelor's degrees. This partnership has helped the UNC System see a dramatic increase in transfer students—up 40% over the past decade. We have made pathways into the University more affordable, more flexible, and more accessible. As a result, in the past five years, more students from economically disadvantaged counties have pursued public higher education in North Carolina.

- **Goal:** Increase Access to Success: Enrollments and degree recipients will more closely reflect the demographics and growth rate of the state by 2021-2022.
- **Goal:** Improve the Transition from K-12 to College: Improve student transitions from high school to college and community college into University through better alignment of K-12, community college, and University policies, practices, and standards.

2. Student Success

The UNC System has dramatically increased student success rates over the past decade. The University now ranks in the top-10 among all state public higher education systems in terms of its five-year graduation rate, which has now topped 70%—about 8 percentage points higher than the national average. Our efforts to support student success and promote degree efficiency have also led to a significant increase in the four-year graduation rate between 2013 and 2018. In short, more students than ever are finishing their degrees on-time.

- **Goal:** All Useful Learning: Provide all students with outstanding academic and experiential learning opportunities to acquire “all useful learning” needed to be responsible citizens, productive members of the workplace, and life-long learners in a global environment.

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- **Goal:** Improve Timely Degree Completion while Reducing Achievement Gaps: Improve timely degree completion for all and be the nation’s leader in degree completion by groups with disproportionate achievement gaps.

3. **Affordability and Efficiency**

Section 9A of Article IX of the North Carolina Constitution states that “(T)he General Assembly shall provide that the benefits of The University of North Carolina and other public institutions of higher education, as far as practicable, be extended to the people of the State free of expense.” Because of this constitutional requirement and the commitment of multiple stakeholders, tuition at UNC System institutions is among the lowest rates in the country. Our average tuition and fees are the sixth most affordable in the nation, and, thanks to the Fixed Tuition and \$500 tuition NC Promise programs, the average price of tuition went *down* over the past two years.

Affordable tuition opens the doors of opportunity to more North Carolinians, regardless of their zip code or family income. While other public university systems have experienced enrollment declines, the UNC System has continued to grow, seeing record-high enrollment in 2018 and 2019.

Our universities are also a good deal for the State. While other states have been forced to slash budgets for public higher education, the General Assembly has been steadfast in its commitment to the UNC System. State appropriations per UNC System student far outpace the national average. At the same time, the University has committed itself to finding innovative ways to be more productive in its teaching, research, and engagement, even while per-student public funding has remained steady for more than a decade.

- **Goal:** Affordability: Offer education of equal or higher quality than currently provided at a cost that is both consistent with the state constitution and attainable to students and families in NC.
- **Goal:** Efficiency: Pursue and utilize increased operational and financial flexibility for the benefit of the educational, research, and public service missions of the University.

4. **Economic Impact and Community Engagement**

The UNC System partners with businesses and industries across the state to train young professionals, support budding entrepreneurs, and inspire future leaders. Our graduates drive North Carolina’s thriving economy and will one day lead the way as the State faces a constantly evolving economic landscape.

More students than ever are studying and researching in fields that are becoming more and more vital to our economy. In the last five years, we have seen a 24 percent increase in the number of undergraduate or graduate degrees in health sciences. Growth in science, technology, engineering, and math (STEM) has been even more impressive: the UNC System awarded 30 percent more degrees in

STEM in 2018-19 than five years earlier. These increases are critical to any effort to attract cutting-edge industries to North Carolina; our universities are supplying the talent these industries need.

Our institutions supply more than just talent. High-tech industries are thriving in North Carolina thanks in part to the groundbreaking research and technology transfer taking place at UNC System universities. In FY2019, the System brought in over \$1.65 billion in sponsored research from government, industry, and private philanthropy, a 23 percent increase over FY2013. That research resulted in 126 new patents, 83 start-up companies, and \$13 million in licensing income.

The University can enhance economic impact and community engagement by preparing graduates to be well-rounded citizens and lifelong learners to meet the state's long-term needs; improving quality of life; investing in foundational research; speeding the discovery, application, and translation of research; and deepening sustained partnerships that strengthen local communities and the State's economy.

- **Goal:** Critical Workforces: While maintaining excellence in the delivery of a foundational liberal arts education, increase the number of high-quality credentials awarded in health sciences, STEM, K-12 education, and other emerging regional workforce needs.
- **Goal:** Research Productivity: Strive for continuous improvement in research and scholarship, collaboration with UNC System institutions and outside entities, and effective commercialization of technologies.
- **Goal:** Community Engagement: Increase investment of time and resources in strengthening North Carolina communities.

5. **Excellent and Diverse Institutions**

The UNC System is comprised of a collection of highly distinct institutions, each with a unique mission and goals. Some of these institutions have a proud heritage of serving minorities, some are centers of excellence for the liberal arts, and one is a world-class arts conservatory. Some are top-tier research institutions, and some offer excellent education in technology and agriculture.

- **Goal:** Areas of Distinction: Strengthen the reputation and accomplishments of the University by having each constituent institution identify mission-focused academic "areas of distinction" and achieve significant regional and national recognition within those areas by 2021-2022.
- **Goal:** Human Capital: The University will systematically focus on recruitment, retention, and development of the most talented and diverse workforce possible at all levels.

The next leader will not only carry out this Strategic Plan but must have a clear vision for the future and the next strategic plan.

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Roles of the President

The president of the University of North Carolina System shall be the chief administrative and executive officer of the University. [See G.S. 116-14(a)] The president shall have complete authority to manage the affairs and execute the policies of the UNC System and its constituent institutions, subject to the direction and control of the Board of Governors and the provisions of the Code and Policies of the University. The chancellors of each of the constituent institutions report directly to the president and are responsible to the president for the executive and administrative direction of their respective institutions. The president shall personally represent before the state, the region, and the nation the ideals and the spirit of the University of North Carolina. As the chief executive, the president shall be the official administrative spokesperson for and the interpreter of the University to the alumni as a whole, the news media, the educational world, and the general public. The president shall be responsible for the presentation and interpretation of all University policies, recommendations, and requests to the General Assembly, the governor, State officers and commissions, and the federal government.

The Portrait

The Search Committee provided several types of stakeholder specific surveys and received more than 8,000 responses to those surveys. Additionally, we conducted 17 listening sessions across the state with stakeholder groups that included those individuals working in the UNC System and individuals outside of the System but impacted and reliant on the System. It was the totality of this feedback that provided the Search Committee with the perspectives of a diverse group of stakeholders that represent the diversity of our great State. Our stakeholders need and deserve strong leadership where desires and concerns are not merely heard but are indeed acted upon and addressed.

After reviewing the survey data and the input provided from our listening sessions, there are numerous common themes and characteristics that the Search Committee believe are *essential* in the **ideal leader**:

- **Integrity:** Our leader must have unquestionable character and have demonstrated integrity in all that they do. They must be someone who has achieved a reputation that everyone in our State can be proud to have as the leader of the UNC System.
- **Proven, transcendent leadership:** Transcendent leaders rise above or go beyond limits and at the same time overcome challenging limitations in order to accomplish established goals. Such leaders are open-minded, independent, actively engaged with constituencies, and courageous. The UNC System is a large and complex organization that includes 16 universities, a constituent high school, the UNC Health Care

System, UNC-TV and a multitude of other programs. Our next leader should be able to drive positive innovation for the entire System and have a **proven track record** of success as a transcendent leader.

- **Visionary:** Our leader must be someone who understands and values higher education and the unique challenges it faces while also equally understanding the uniqueness of our state, our universities, and their surrounding communities. Our leader will need to possess these essential understandings and lead with a clear vision and ability to carry out that vision with purpose in order to improve and grow our System while positively impacting our entire state, the region, and beyond.
- **Appreciates diversity:** Our state is 80% rural with diverse populations. We are proud to have more state-funded historically black and minority serving universities than any other state in the country. We need a leader who has demonstrable appreciation for diversity and understands the unique importance our historically black and minority serving universities have to the communities and people they serve. Moreover, our leader must understand rural populations; the unique needs of the universities in rural communities; and the opportunities the System can and must provide to those communities.
- **Values all System contributors:** From chancellors to faculty, staff, and students, our leader must be someone who understands, values, and advocates for the many and varied constituent contributions made to our System.
- **Collaborator:** Our leader must be someone who has demonstrated success in working with diverse groups in order to build consensus and create positive and tangible change. Our leader must be someone who can work across any aisle, whether it be political or nonpolitical, to advance a System that educates our State, provides critical health care, and drives our economy.
- **Effective communicator:** Our leader must be someone who can communicate effectively to a broad array of constituencies and will be a powerful spokesperson and advocate for all of those who work for and are educated and impacted by our System.

The Search Committee is not limiting its search in any way. Any applicant who believes that they can perform the roles and duties of the president and has the essential characteristics as outlined in the portrait of our leader is encouraged to apply.

Are you our ideal leader?

If so, please send your CV and cover letter to PresidentialSearch@northcarolina.edu or contact Kim Strach, Executive Director, Presidential Search Committee at 919-961-1801 or kwstrach@northcarolina.edu.