



**University of North Carolina at Chapel Hill Chancellor Search
Charge to the Search Advisory Committee
UNC President Peter Hans
March 21, 2024**

Selecting capable, principled leaders for each of our public universities is one of the most important duties of the UNC System. I approach this responsibility with a deep appreciation for each institution's unique role in our state, and a recognition that good leadership matters profoundly to the faculty, staff, students, and citizens we all serve.

I am honored to be working alongside all of you to search for the next leader of the University of North Carolina at Chapel Hill, the nation's first public university and unquestionably one of the finest. As a North Carolinian, as a graduate of this place, as a lifelong Tar Heel, I am enormously proud of UNC-Chapel Hill and excited to see this storied institution embark on its next chapter.

I'm also grateful to all of you for lending your time, talent, and insight to our vitally important work. I want to extend special gratitude to Dr. Cristy Page, who already has an above-average number of full-time jobs, even by academic standards, and didn't hesitate when I asked her to chair this effort. I want us all to give Dr. Page our full support and confidence as we conduct a search worthy of this great university.

I also want to thank Professor Anita Brown-Graham for her ready willingness to step up to the plate and serve as a special advisor to this committee. Anita's guidance throughout this process will be invaluable.

A thoughtful and professional search goes a long way in setting a new chancellor on the path to success. If we meet our responsibilities well, building trust through a fair and rigorous process, we can help ensure that an incoming leader has the confidence and support of the campus and the wider community.

Every university has a wide range of stakeholders, with an array of views and preferences about leadership, and that's especially true of a large and well-loved institution like UNC-Chapel Hill. Our role as a search advisory committee is not to seek a consensus among those voices, but to ensure that their input is eagerly sought and earnestly heard.

Similarly, our role is to seek qualified candidates while keeping an open mind about the background, expertise, and vision best suited to lead this great institution. Given the strength

and national profile of Carolina, I am confident we'll have a broad and compelling pool of candidates, and I'm eager to hear their ideas about the future of UNC-Chapel Hill.

My charge to this committee is meant to give us all a clear understanding of the scope of our work in this search process.

First, I'll review our roles and responsibilities as members of the search advisory committee.

Second, I'll share the traits I believe are important in Carolina's next chancellor.

Third, I'll highlight key elements of the process through which we will work.

Role of Search Advisory Committee Members

Each of you was selected for this committee because of your leadership and the trust you've earned from your colleagues and fellow Tar Heels; your experience with various aspects of university life and governance; and your well-demonstrated commitment to Carolina. You all have expertise and perspective that are vital to the search process, and all of you share the common goal of a thriving, well-run university.

Under UNC Policy 200.8, [Policy on Chancellor Searches and Elections](#), our duty as members of the search advisory committee is to see ourselves as members of a cohesive team dedicated to a single objective: to identify and recommend the strongest possible candidates to lead this institution into the future. You all have valuable perspectives as members of certain constituencies — faculty, students, staff, alumni, trustees, and supporters — and you should absolutely bring those perspectives to bear on the search process. But you are not acting as a representative or delegate of a particular group; you are here to exercise your best judgment in service of our shared goal.

Over the next several months, we will seek the broadest possible input from stakeholders on campus and off. We will pair that feedback with our own insights to craft a leadership statement conveying what we hope to see in Carolina's next chancellor. We will weigh the qualifications of candidates and conduct interviews with those we find most compelling. And, finally, we will propose an unranked slate of at least three highly qualified candidates for consideration by the UNC-Chapel Hill Board of Trustees.

The Board of Trustees will then nominate at least three unranked candidates to me, and I will carefully consider each of them before nominating one individual for election by the UNC Board of Governors.

Because your full participation is crucial to our success, I ask that you commit to attending all search advisory committee meetings and candidate interviews. I plan to personally participate in meetings and interviews and look forward to spending time with you as we conduct our work in the months ahead.

As members of this search advisory committee, we are bound to maintain confidentiality as required by state law. Breaching confidentiality not only jeopardizes the search process, it also causes reputational harm to the institution and potential damage to the careers and professional relationships of candidates. I take this very seriously, and I thank all of you in advance for keeping our deliberations in the strictest confidence.

Finally, I ask that we all respect the role of our chair, Dr. Page, who will serve as the sole spokesperson for the search advisory committee. Please refer all inquiries to her so that we can ensure any information we provide is within the bounds of state law, university policy, and our charge. For legal advice, Chair Page will consult with attorney David Lambeth, director of strategic research and compliance, who the university's general counsel has designated to serve as legal counsel to this committee. Please direct any questions you have, legal or otherwise, to Dr. Page.

Traits of a Strong Campus Leader

UNC-Chapel Hill is one of the strongest and best-supported institutions in American higher education. The next leader of this university will need to build on those strengths while putting forward a compelling vision of Carolina's future, balancing an appreciation for history and tradition with an eagerness to write the next chapter in public higher education.

University leadership demands an impressive set of skills, in many ways unmatched by other sectors of our society. It would be impossible to offer an exhaustive list of qualifications, and part of our role will be to seek the right balance of what any institution can ask from one person.

As we look toward Carolina's next era, I am focused on someone who can offer:

- ❖ *A profound devotion to the public mission of UNC-Chapel Hill.* Someone who cherishes Carolina's deep connection to the Tar Heel State, prizes our service to the people of

- North Carolina, and recognizes the importance of preserving and strengthening public trust in higher education.
- ❖ *Honesty and integrity.* Earning and keeping trust, especially in an environment full of competing interests and ideas, depends on the highest level of personal integrity.
 - ❖ *Intellectual humility.* UNC-Chapel Hill is a vast enterprise that employs world-leading experts in many different fields. An effective leader should be eager to learn, comfortable asking questions, and confident in seeking the advice and insight of others.
 - ❖ *Devotion to student success.* Our university's primary mission is teaching. A Carolina education should prepare students for promising careers and meaningful lives, which means a chancellor must be committed to educational excellence and a vibrant, formative campus culture where all students have the support they need to succeed.
 - ❖ *A commitment to enabling and investing in research.* Carolina is a global research powerhouse. Our next chancellor should have a deep appreciation for the regional, national, and global impacts of the transformative research produced by our world-class faculty, clinical researchers, and students. An effective leader will enable, promote, and advocate for scientific discovery.
 - ❖ *Commitment to academic excellence and academic freedom.* Academic freedom is fundamental to the advancement of truth, and the university's mission of teaching, research, and service depends on scholarly excellence and the mutual responsibilities of shared governance. An effective chancellor must recognize and defend those principles.
 - ❖ *Appreciation for debate and dissent.* Higher education is meant to serve as a forum for debate and discussion, a place where students and scholars are free to pursue ideas and put forward arguments with an assumption of good faith. A chancellor must lead by example to strengthen that commitment to open dialogue.
 - ❖ *Comfort with public scrutiny.* Carolina is one of the state's most important public institutions, and it will always invite a high level of interest from the media, from policymakers, and from ordinary citizens who rightly feel a sense of ownership. A good leader should welcome that interest as a sign of investment and care.
 - ❖ *Fiscal prudence and operational expertise.* Achieving the university's many goals depends on strong financial management, administrative acumen, and operational efficiency.

- ❖ *A vision for Carolina's role as an economic engine.* North Carolina has one of the fastest-growing, most dynamic economies in the nation, and university research and innovation continue to play a key role in driving the state's development.
- ❖ *A statewide vision.* UNC-Chapel Hill plays an enormous role in supporting state agencies, local governments, businesses, nonprofits, and other educational institutions, including her sister institutions within the UNC System. A chancellor should be eager to serve as a resource and partner to organizations across North Carolina.

That's quite a lot to ask of any one person, but I don't think it's too much to ask on behalf of this vitally important institution. The candidates we'll meet in the months ahead will bring different strengths and different experiences, and I know we'll each keep an open mind as we hear their visions for the role and for UNC-Chapel Hill. But we will also honor our duty to this university by ensuring that any future leader shares in our vision and has the ability to address our key challenges.

Search Process

Our process will follow state law, university policy, and basic standards of professionalism. This includes complying with open meetings and confidentiality laws, and proceeding through every part of this process with respect for our fellow committee members and for the candidates we consider.

This search will be supported by an executive search firm, helping ensure we cast the widest net possible for promising candidates. The process for selecting that firm is already underway under Dr. Page's leadership and you'll hear more about that during today's meeting.

I want to express our sincere commitment to hearing from the widest range of voices within the Carolina community and beyond as we consider the right traits and priorities for UNC-Chapel Hill's next leader. The campus has already launched a chancellor search website where updated information will be posted throughout the search process. We will have open listening forums, an online survey for public input, and ample opportunity for members of this committee to hear directly from key stakeholders about their hopes and concerns.

Our goal is to successfully complete this search by the end of the calendar year. While it is far more important to get the right person than adhere strictly to a timetable, I'm confident that we

can work thoughtfully and efficiently toward the goal of my recommending a nominee to the UNC Board of Governors for election by year end.

This should be a moment of immense pride for Carolina, a time for this community to take stock of its strengths and its needs, consider the possibilities and challenges ahead, and look to the future with excitement and confidence.