



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

CHANCELLOR LEADERSHIP PROFILE

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MISSION AND VALUES

The University of North Carolina at Chapel Hill, the nation's first public university, serves North Carolina, the United States, and the world through teaching, research, and public service. We embrace an unwavering commitment to excellence as one of the world's great research universities.

Our mission is to serve as a center for research, scholarship, and creativity and to teach a diverse community of undergraduate, graduate, and professional students to become the next generation of leaders. Through the efforts of our exceptional faculty and staff, and with generous support from North Carolina's citizens, we invest our knowledge and resources to enhance access to learning and to foster the success and prosperity of each rising generation. We also extend knowledge-based services and other resources of the University to the citizens of North Carolina and their institutions to enhance the quality of life for all people in the State.

With lux, libertas — light and liberty — as its founding principles, the University has charted a bold course of leading change to improve society and to help solve the world's greatest problems.

(Approved by the UNC Board of Governors, November 2009 and February 2014.)





OVERVIEW

UNC-Chapel Hill was the nation's first public university to open its doors and the only public university to award degrees in the 18th century.

For 230 years, UNC-Chapel Hill has built upon that historic legacy with innovative teaching, groundbreaking research and dedication to public service. Carolina is at the heart of what's next, preparing talented students from different perspectives and life experiences to become creators, explorers, innovators and leaders in North Carolina and beyond.

In Chapel Hill, students develop a voice for critical thought, constructive dialogue and the courage to guide change. They connect to the future they're already shaping and prepare with one another to solve the world's greatest challenges.

In its third century — an era of pioneering study and research — UNC-Chapel Hill is harnessing the very best of our fast-changing world. We're proud to advance knowledge for this and each generation to come.

KEY FACTS ABOUT CAROLINA

32,234

Undergraduate, graduate
and professional students

54

Rhodes Scholars
since 1902

4,234

Full- and part-
time faculty

44%

Tenured or tenure-
track faculty

17.8%

First-generation
undergraduates

85.4%

4-year graduation rate
(first-year 2017 cohort)

2

Nobel Laureates
(2015, 2017)

9,704

Staff members

Students

Faculty and Staff

UNIVERSITY OF NORTH CAROLINA SYSTEM

Carolina is one of the 17 institutions comprising the University of North Carolina System, a treasured public institution dedicated to serving the people of North Carolina through world-class teaching, research and community engagement. Nearly 250,000 students are enrolled in 16 universities across the state and at the NC School of Science and Mathematics. The Board of Governors has responsibility for the planning, development and overall governance of the UNC System. The Board of Governors has 24 voting members, elected by the North Carolina General Assembly to staggered four-year terms. The president of the UNC Association of Student Governments serves as a non-voting, ex officio member of the board. The Board of Governors elects the system president.

Visit northcarolina.edu to learn more.

UNC System councils composed of representatives of UNC campuses or other constituencies include the Faculty Assembly, the Staff Assembly and the Association of Student Governments. The Faculty Assembly is an advisory body on system-wide issues, serving the president, UNC System Office, Board of Governors, North Carolina General Assembly and UNC System institutional faculty and administrative bodies. The Staff Assembly serves in a similar capacity, while the Association of Student Governments is a student-led organization that does advocacy work on behalf of all UNC System students. Visit [Councils and Working Groups - UNC System \(northcarolina.edu\)](https://northcarolina.edu) for more information about these and other UNC System councils, consortiums and shared governance partnerships.



Peter Hans,
UNC System President



UNC-CHAPEL HILL GOVERNANCE AND LEADERSHIP

Board of Trustees

Under the [UNC System's Code](#), each campus has a Board of Trustees that “shall promote the sound development of its institution within the functions prescribed for it, helping it to serve the people of the state in a way that will complement the activities of the other institutions and aiding it to perform at a high level of excellence in every area of endeavor. Each board of trustees shall serve as advisor to the Board of Governors on matters pertaining to its institution and shall also serve as advisor to the chancellor concerning the management and development of the institution.”

At UNC-Chapel Hill, the [Board of Trustees](#) has 15 members: eight are elected by the UNC System Board of Governors, six are appointed by the North Carolina General Assembly and the undergraduate student body president serves ex-officio. Currently, the board runs six committees: external relations; budget, finance and infrastructure; University affairs; strategic initiatives; audit, compliance and risk management; and personnel. The elected chairs of the faculty and Employee Forum provide regular updates during University Affairs Committee meetings about the Office of Faculty Governance and Employee Forum.

Faculty Council

The faculty chair presides with the chancellor at meetings of the [Faculty Council](#), an elected body that votes on matters including educational policies, rules and regulations; the undergraduate curriculum; recommendations for honorary degrees and special awards; and regulations governing student conduct related to academic standards or performance. The council also makes recommendations to academic units, provides advice to the chancellor and discusses “matters relating to the life of the University and its betterment.”

Employee Forum

The [forum](#) an elected body representing non-faculty staff employees, is advisory to the chancellor and his or her designees. The mission is to advocate for and constructively address the challenges, needs and opportunities of staff and to continually improve the quality of life at the University for staff, students and faculty through mutual understanding, recognition of employee contributions and respect for the worth of the individual.

Student Government

[Student Government](#) at Carolina represents two distinct student groups: Undergraduate Student Government and Graduate and Professional Student Government. Each has separate executive, legislative and judicial branches.



STRATEGIC PLANNING

Four new areas were identified to examine as priorities for Carolina's future planning in 2024. Four working groups will make recommendations in these areas:

Enrollment Planning Working Group: Identifying opportunities and challenges related to serving the needs of a vibrant, fast-growing state.

Physical Master Plan Working Group: Recommending next steps with the campus' physical master plan, with a focus on priorities for renovation and redevelopment.

Applied Science Working Group: Evaluating how the University can produce graduates in high demand fields while complementing existing programs and meeting critical state needs.

Generative Artificial Intelligence Working Group: Considering strategies that will strengthen Carolina's ability to use, study and manage the impact of generative AI.

Those working groups are bringing together University leaders, the Board of Trustees, faculty, staff and alumni to work together and build on "Carolina Next: Innovations for the Public Good," a strategic plan originally developed in 2020. Working group members will help address some key questions about Carolina's future and approach their work with fresh eyes focused on the big picture and possibilities.



ACADEMICS

Carolina is home to 15 colleges and schools that are preparing students for successful careers in a rapidly changing workforce. Those academic units currently offer 82 bachelor's, 112 master's, 66 doctorate and seven professional degree programs. Starting in fall 2024, that list will include two new undergraduate data science degree programs in the School of Data Science and Society. The new School of Civic Life and Leadership within the College of Arts and Sciences provides an interdisciplinary home for the study and practice of public discourse, civic life and civic leadership.

World-Class Education

A member of the prestigious Association of American Universities, UNC-Chapel Hill is a leading global research university known for its innovative, student-centered teaching and ground-breaking research, which in turn provides a world-class education to its many students from every part of North Carolina, across the United States and around the globe. The University offers a variety of courses and programs to prepare students to thrive in a rapidly changing world.

The University's academic culture fosters excellence and collaboration across diverse and often interdisciplinary fields of teaching and scholarship. The depth and breadth of the campus community enables its members to consider complex issues, advances and discoveries from all perspectives.

Many of Carolina's greatest academic and research successes were made possible by these strengths and the faculty's passion and pride in taking a broad, holistic approach to teaching, scholarship and public service, as well as to the development of the student body and the entire Carolina community.

- College of Arts and Sciences
- School of Civic Life and Leadership
- Kenan-Flagler Business School
- School of Data Science and Society
- School of Education
- School of Information and Library Science
- School of Government
- Hussman School of Journalism and Media
- School of Law
- School of Social Work
- Adams School of Dentistry
- School of Medicine
- School of Nursing
- Eshelman School of Pharmacy
- Gillings School of Global Public Health
- The Graduate School

FACULTY EXCELLENCE

Carolina's internationally recognized faculty members have brought distinction to the State of North Carolina and the University through their academic and professional achievements. [More than 150 faculty are members](#) of the national academies and prestigious learned societies.

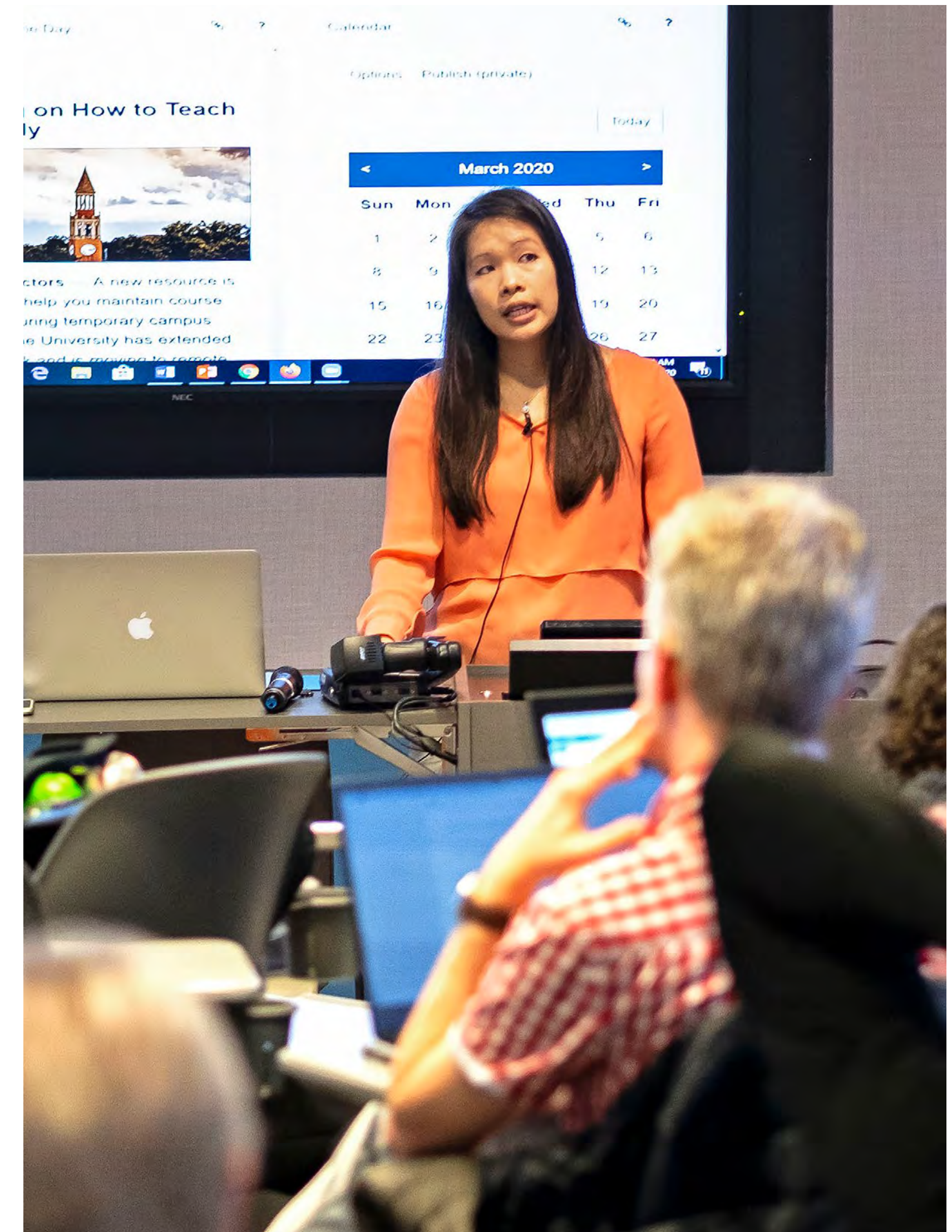
Having made outstanding contributions to humanity in their respective fields, two professors were awarded the Nobel Prize — Dr. Aziz Sancar, co-recipient of the 2015 Nobel Prize in Chemistry, and the late Dr. Oliver Smithies, co-recipient of the 2007 Nobel Prize in Physiology or Medicine.

Twenty-three faculty members have been selected for membership in the National Academy of Medicine, and 19 were elected to the National Academy of Sciences through spring 2024. Carolina faculty also are well represented in the American Academy of Arts and Sciences, the Association for the Advancement of Science and numerous other learned and professional societies in the United States and abroad.



Research and scholarship conducted by faculty made Carolina the 21st most cited university in the world, according to a 2023 ranking by CSIC Webometrics (Consejo Superior de Investigaciones Científicas, the largest public research body in Spain).

Many Carolina faculty members also serve on federal advisory committees that play an important role in shaping programs and policies of the federal government. These committee members provide the expertise and professional skills that parallel the program responsibilities of their sponsoring agencies which include the National Institutes of Health, Carolina's largest source of federal research funding. They also are the public's voice in the federal government's decision-making process.





UNIVERSITY LIBRARIES

Carolina's libraries accelerate learning, discovery, creativity and informed citizenship for the University and North Carolina through dynamic collections, expert staff and welcoming spaces. [The University Libraries system](#) is consistently ranked among the top academic libraries in North America and is one of the premier libraries in the South.

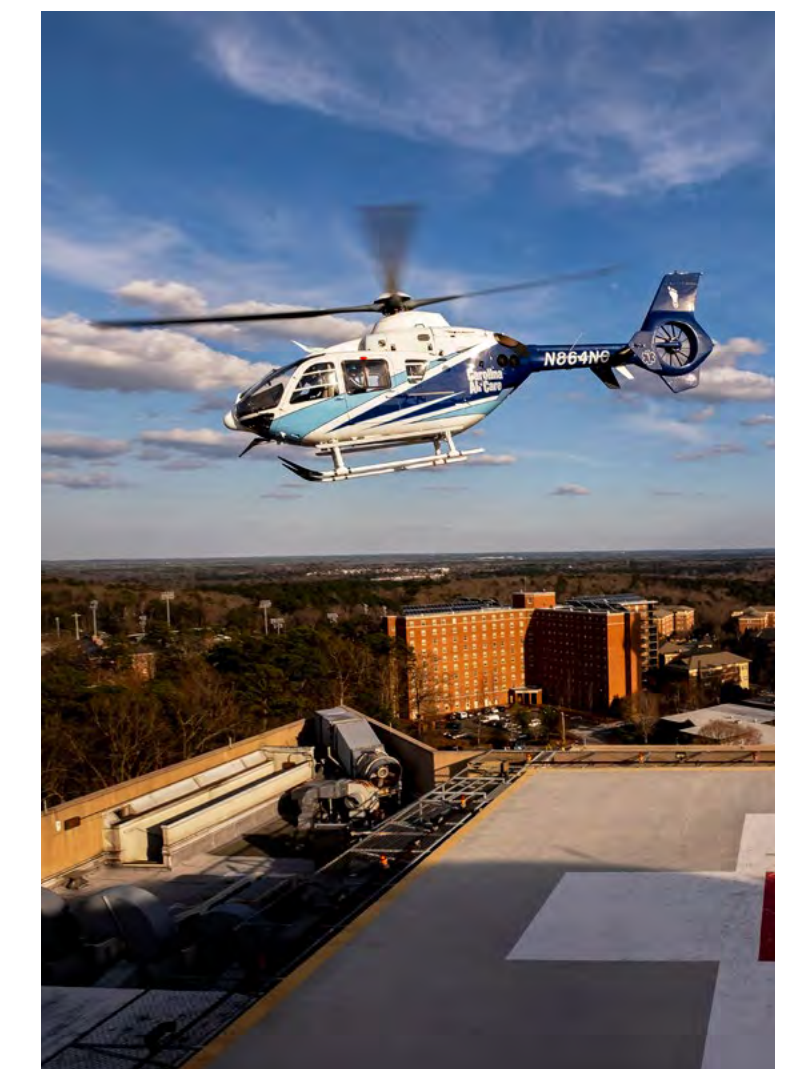
Libraries are distributed across the campus. The system includes Davis Library, with collections in the humanities, social sciences, business and, beginning in fall 2024, music, as well as seating for 2,371 users; Wilson Library, home to renowned collections of rare and unique materials and the historical record of the University; the Undergraduate Library, focused on the learning needs of undergraduate students and home to the Media and Design Center and the Library MakerSpace; the Health Sciences and Law libraries; and specialized subject libraries. Carolina is a member of the Triangle Research Libraries Network, which promotes resource sharing and discovery among its members, and of the UNC System's University Library Advisory Council.

The University Libraries manages a collection of 10 million volumes and purchases and licenses extensive online collections on behalf of the campus community. It also operates the Carolina Digital Repository, which opens access to the University's research output for all North Carolinians and has developed transformative publisher agreements that further this goal.

HEALTH AFFAIRS SCHOOLS AND UNC HEALTH PARTNERSHIP

Carolina's academic enterprise brings together a wide array of disciplines drawing from the liberal arts, social sciences, professional fields, as well as robust collaborations among five health affairs schools — dentistry, medicine, nursing, pharmacy and public health — that are widely recognized for excellence in their teaching, research and public service. For example, U.S. News & World Report's [2024 "Best Graduate Schools" rankings](#) named 20 Carolina graduate degree programs in the top 10, including the [UNC Eshelman School of Pharmacy](#) at No. 1 and the [Gillings School of Global Public Health](#) at No. 2 overall and No. 1 among public universities.

The [UNC School of Medicine](#) partners closely with [UNC Health](#), North Carolina's largest academic health system operating 15 hospitals and more than 900 clinics across North Carolina to serve 1.7 million patients each year. In Chapel Hill, UNC Hospitals and UNC Faculty Physicians treat patients across the N.C. Basnight Cancer Hospital, N.C. Children's Hospital, N.C. Memorial Hospital, N.C. Neurosciences Hospital and N.C. Women's Hospital and the soon-to-open N.C. Surgical Hospital. Care teams also serve patients at the UNC Hospitals' Hillsborough campus and Youth Behavioral Health campus in Butner. The N.C. Basnight Cancer Hospital is the clinical home of the [School of Medicine's Lineberger Comprehensive Cancer Center](#), one of 57 National Cancer Institute-designated centers.



\$1.36B

In research expenditures in fiscal 2022, up 13%

#8

Overall among public universities: National Science Foundation survey

#11

Highest-ranked U.S. university for total federal R&D awards (**\$827 million**)

#12

Largest U.S. university for total research volume and annual expenditures

RESEARCH

The University's [world-class research](#), over a billion-dollar enterprise, has quadrupled over the past two decades, firmly establishing Carolina as one of America's top-ranked research institutions. That success spurs opportunity and innovation that grows North Carolina's economy, creates jobs and supports Tar Heel businesses. Researchers are on the cusp of exciting breakthroughs and provide internationally recognized expertise in the search to cure cancer and chronic diseases; develop gene therapies; and tackle environmental challenges, coastal resilience, population studies and data and computer science.

Research expenditures grew to \$1.36 billion in fiscal 2022, an increase of nearly 13 percent over the previous year in the volume of research conducted, according to the National Science Foundation Higher Education Research and Development Survey issued in December 2023. That survey is considered the primary source of research and development expenditures at U.S. colleges and universities. UNC-Chapel Hill has produced 293 research-based startup companies currently headquartered in North Carolina counties that have created more than 9,000 jobs for Tar Heel citizens. Revenue from those North Carolina research-based companies exceeds \$17 billion annually.

In 2024, the Office of the Vice Chancellor for Research launched Carolina's Strategic Research Roadmap — a bold plan to solidify Carolina's position as a global leader and ensure that campus research continues to make a significant impact across the state, nation and world.



UNIVERSITY OF THE PEOPLE

Public service is at the core of UNC-Chapel Hill's mission. At the University's Bicentennial Observance, alumnus Charles Kuralt described it best: "Our love for this place is based on the fact that it is, as it was meant to be, the University of the people."

In 2020, the University launched [Carolina Across 100](#), a five-year campuswide initiative to apply the University's resources and expertise in partnership with communities across all 100 North Carolina counties to address critical issues facing citizens stemming from or exacerbated by the COVID-19 pandemic. "Our State, Our Work" connects unemployed and underemployed young adults with better jobs in response to disruptions in the U.S. labor market. A new "Our State, Our Wellbeing" program will work with local communities to identify and implement strategies to prevent suicide and improve resources available for mental and behavioral health.



15,305

Jobs created for North Carolinians by UNC-affiliated startups

\$107M

Research-funded purchases in 90 counties in 2023



2,402

Research projects directly addressed Tar Heel citizens' needs in 2023

1.7M

Patients served annually by UNC Health, N.C.'s largest academic health system



12,000

Public officials from all 100 counties receive government education and training annually

ALL 100

Counties will be reached by Carolina Across 100 community partner outreach by 2025



ACCESSIBILITY AND AFFORDABILITY

UNC-Chapel Hill is one of the nation's few public flagship campuses to practice need-blind admissions and make the promise of a Carolina education possible for all students who earn admission regardless of their financial means. The University has long been one of the only public universities to meet the full demonstrated financial need of all undergraduates who qualify to receive federal financial aid.

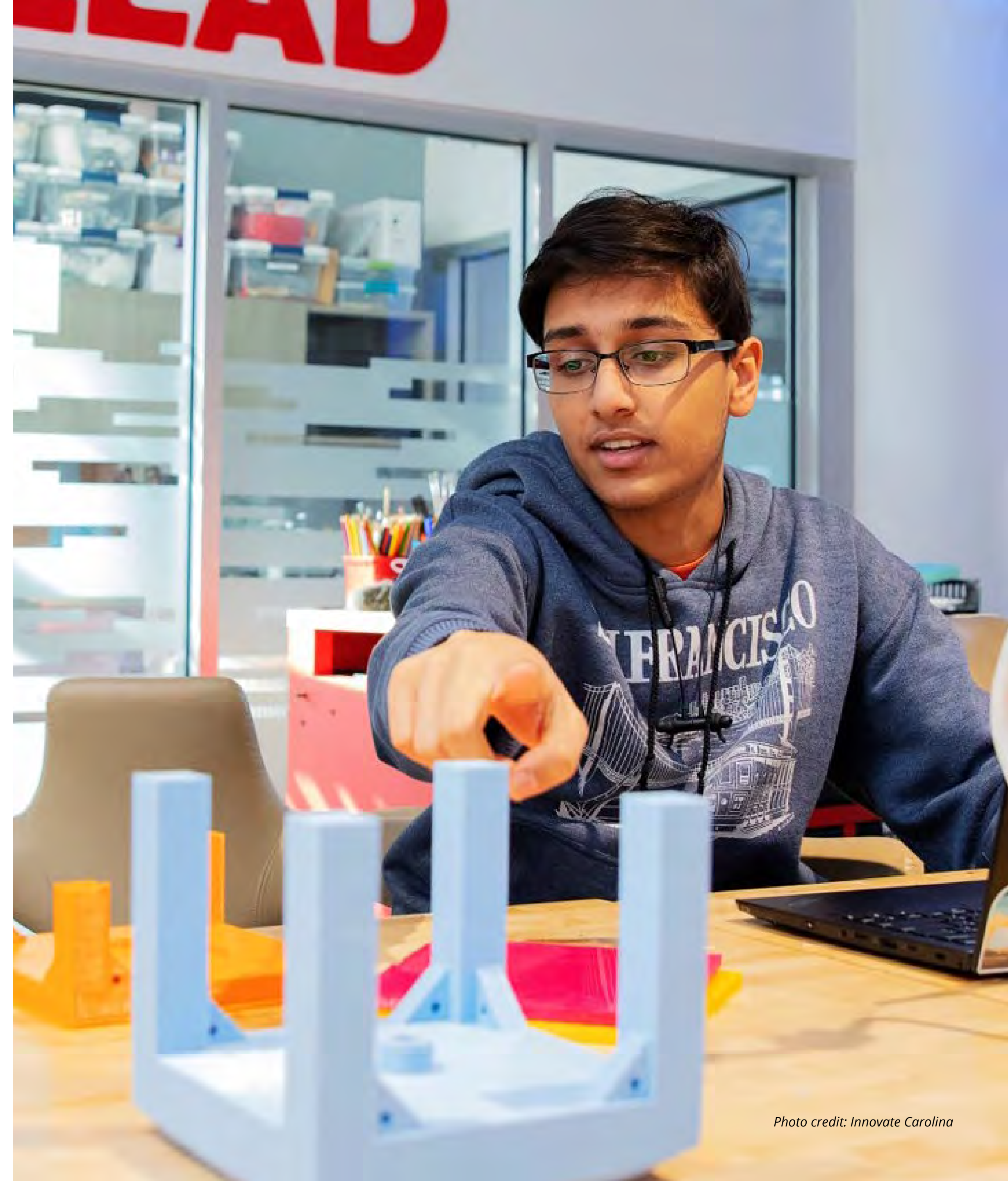
Starting in fall 2024, Carolina will cover out-of-pocket costs for tuition and mandatory fees for [North Carolina undergraduates whose families make less than \\$80,000 a year](#) and have typical assets. The University will cover these costs, once other grants and scholarships are applied, with private gifts.

This effort extends opportunities beyond already robust accessibility initiatives including the [Carolina Covenant](#), which supports the full financial need of talented, academically qualified low-income students so they may graduate debt-free, and the [Blue Sky Scholars Program](#), which supports North Carolina residents from middle-income backgrounds who qualify for financial aid and demonstrate hard work and character, but do not meet the requirements for the Carolina Covenant.

INNOVATION AND ENTREPRENEURSHIP

Carolina innovators are solving some of the world's biggest problems. Their ingenuity provides economic and social value in North Carolina and beyond: creating jobs, finding cures, combating diseases, eliminating hunger and providing clean water.

[Innovate Carolina](#) is the campus-wide initiative for innovation and entrepreneurship that provides a full-scale innovation hub for today's impact-driven problem solvers. A suite of services and resources are designed for students, faculty, alumni and Triangle area residents who want to launch startup companies, take new research discoveries to market and move important initiatives into the world.



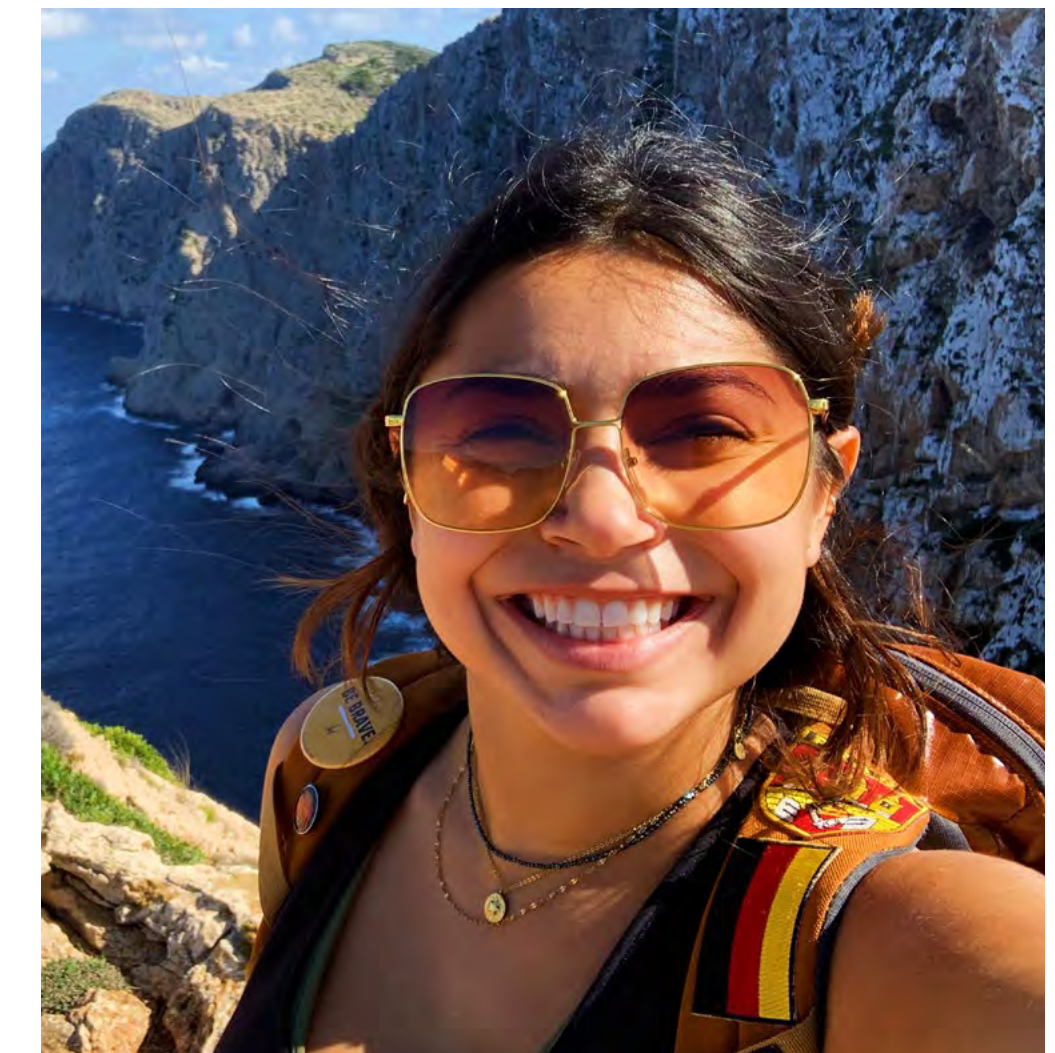
In downtown Chapel Hill, Carolina is partnering with the town to build a quickly emerging innovation district. Promising startups, innovation-oriented companies and impact-driven non-profits come to grow and converge with talented students and faculty in the Innovate Carolina Junction, the only innovation hub in the nation located immediately adjacent to a top-5 public university. The goal is to amplify Carolina's impact by translating research being conducted by Carolina people into new therapies, treatments, devices or other commercial products, creating new jobs and serving the public good.



GLOBAL EDUCATION

[UNC Global Affairs](#) supports global learning and activity through an extensive array of academic offerings in languages, area studies and globally focused courses, as well as through units including the Global Research Institute, International Student and Scholar Services and Duke-UNC Rotary Peace Center, one of only six such centers worldwide. UNC-Chapel Hill also has six Title VI National Resource Centers and the first graduate certificate in Languages Across the Curriculum Program in the United States.

The Global Guarantee is Carolina's promise to make a transformative global education available to every student. By offering students the best global education opportunities possible, the Global Guarantee helps Carolina students fulfill their potential to become the next generation of leaders with the global knowledge, skills and mindset to address the world's greatest challenges.





Distinguished Scholarship Recipients

UNC-Chapel Hill is a top-performing institution for the Fulbright U.S. Student Program, tying for eighth overall and ranked second for public universities for 2023-2024, as well as for Boren Awards, with nine recipients in 2023, tying for the fourth highest number of overall awardees nationally. Carolina also is regularly well represented among Luce Scholars, George J. Mitchell Scholars, Winston Churchill Foundation Scholars and Marshall Scholars.

Study Abroad

UNC-Chapel Hill ranks 13th among all U.S. higher institutions for the number of students earning credit for study abroad, according to the Institute of International Education's (IIE) 2023 Open Doors Report on International Educational Exchange. Issued in November 2023, the annual IIE report is a comprehensive resource for data on international students and scholars and this most recent edition reflected the state of global education in the aftermath of the COVID-19 pandemic.

From fall 2022 through summer 2023, more than 2,700 students benefited from a study abroad experience, more than any other year in Carolina history.

International Students and Scholars

Carolina ranked 30th among top host institutions for international scholars in the United States, according to the IIE's 2022 Open Doors. UNC-Chapel Hill enrolled more than 2,500 international students from more than 100 countries as of fall 2022. UNC-Chapel Hill hosted 853 international scholars from 74 countries during the 2021-2022 academic year, the most recent data available.



STUDENT LIFE

The [Student Affairs division](#) facilitates programs and resources that foster student learning and success with a goal to challenge and encourage students to become compassionate and responsible citizens and leaders on and off campus. The division manages nearly 3.5 million gross square feet of space on campus.

Key Student Affairs units include resources and support for student health and well-being, including Campus Health, Violence Prevention and Advocacy Services, Counseling and Psychological Services and the Dean of Students, among others. The division fosters student learning, leadership and success through several departments, including Student Wellness, Student Life and Leadership, Fraternity and Sorority Life, University Career Services, Carolina Housing, New Student and Family Programs, the UNC Y and the Carolina Union, which provides cultural, social and educational programs through the Carolina Union Activities Board. More than 800 University-recognized student organizations support leadership development, personal and scholarly enrichment, public service opportunities and pursuit of individual passions.

A myriad of student traditions are part of the Carolina community culture including drinking from the Old Well on the first day of class for good luck, the Senior Bell Tower Climb and rushing Franklin Street after major men's basketball victories, including national championships.

ALUMNI

Carolina's more than 362,000 living alumni live in all 50 states, the District of Columbia, U.S. territories and 149 countries. Over 195,000 of those graduates are North Carolinians. Tar Heel graduates include prominent and award-winning academics, actors, athletes, authors, business leaders, coaches, elected officials, government leaders, journalists, nonprofit leaders and volunteers, professionals, scholars, scientists, teachers and a U.S. president. [Carolina Alumni](#) is the association serving the University and all students — past, present and future. The association coordinates about 100 U.S. and international clubs, offers a wide range of personal and professional engagement programs and sponsors campus events, student groups and recognition programs.





CAMPAIGN FOR CAROLINA

Thanks to the philanthropic vision and generosity of our donors, the Campaign for Carolina, which ended Dec. 31, 2022, reached more than \$5 billion, exceeding its original \$4.25 billion goal to become the first university in the South — and, at the time of its close, one of only 16 universities in the nation — to exceed \$5 billion in a completed campaign.

Many gifts are already at work supporting Carolina's key strategic priorities and mission of excellence in teaching, research and public service. At the same time, some donors made pledges or established endowments to provide a stream of resources in the decades to come.

By the Numbers

- 230,000-plus donors from all 50 states and 100 North Carolina counties.
- More than 109,000 new donors invested in giving through Carolina.
- 3,300-plus volunteers helped make the campaign a success.
- \$1-plus billion and 980-plus new funds for scholarships and fellowships.
- \$3.28 billion for faculty, research and innovation.
- 16 major building and renovation projects.

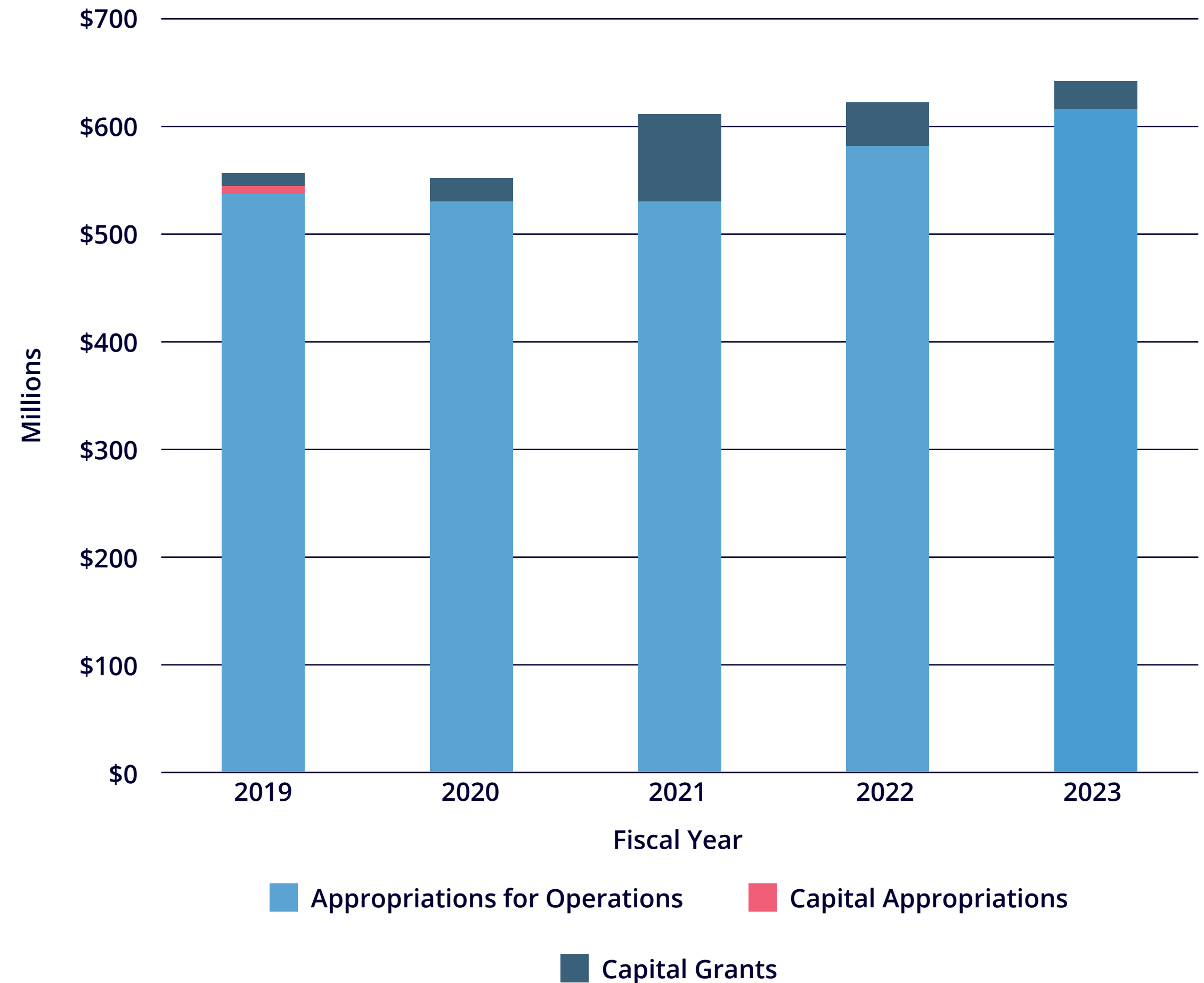
Carolina is in the planning phase of its next comprehensive fundraising campaign. The University is working to identify opportunities to build a robust fundraising effort in support of the University's top priorities. The campaign's anticipated public launch date would be in the fall of 2027. [OneCarolina, a campus-wide fundraising collaborative](#), is comprised of the University's central development office and development officers and staff from schools, units, centers and institutes.

STATE OF NORTH CAROLINA'S INVESTMENT

Historically, the level of support UNC-Chapel Hill receives from the State of North Carolina is among the most generous in all of U.S. public higher education. About 16 percent of annual revenue comes from state appropriations approved by the North Carolina General Assembly. State funding to Carolina has remained remarkably consistent, totaling \$622 million for operations alone in fiscal 2023.

Recent increases in state funding designated for capital improvements have enhanced the University's efforts to address urgent deferred maintenance needs with \$70 million for renovation and repair projects and another \$200 million-plus for three signature projects: Roper Hall, a new medical education building (\$68 million); Kenan-Flagler Business School's new Steven D. Bell Hall (\$75 million); and the School of Nursing's Carrington Hall renovations (\$65 million). That state funding is strategically leveraging private gifts and other University resources to help make meeting the full cost of those projects possible and to enhance the quality of the education, research and public service that students, faculty and staff may pursue to advance Carolina's mission.

STATE APPROPRIATIONS



ATHLETICS

Carolina athletics, one of the nation's most iconic college sports programs, plays a vital role in the campus community and among alumni and devoted fans across North Carolina, the nation and the world. The [Department of Athletics](#) follows a strategic plan with a familiar mission: We educate and inspire through athletics. Current priorities include providing championship-caliber opportunities and the best experiences possible for 28 varsity teams and more than 800 student-athletes — now and in the future.

Carolina is a perennial contender for Atlantic Coast Conference and national championships in multiple men's and women's sports. Tar Heel teams posted 24 top 10 finishes in the 29-year history of the LEARFIELD Directors' Cup, based on performances in NCAA championships, through June 2023.

Students across campus also participate in intramural and a wide variety of student-led clubs, ranging from instructional to recreational to competitive in more than 50 sports in 2023–2024.



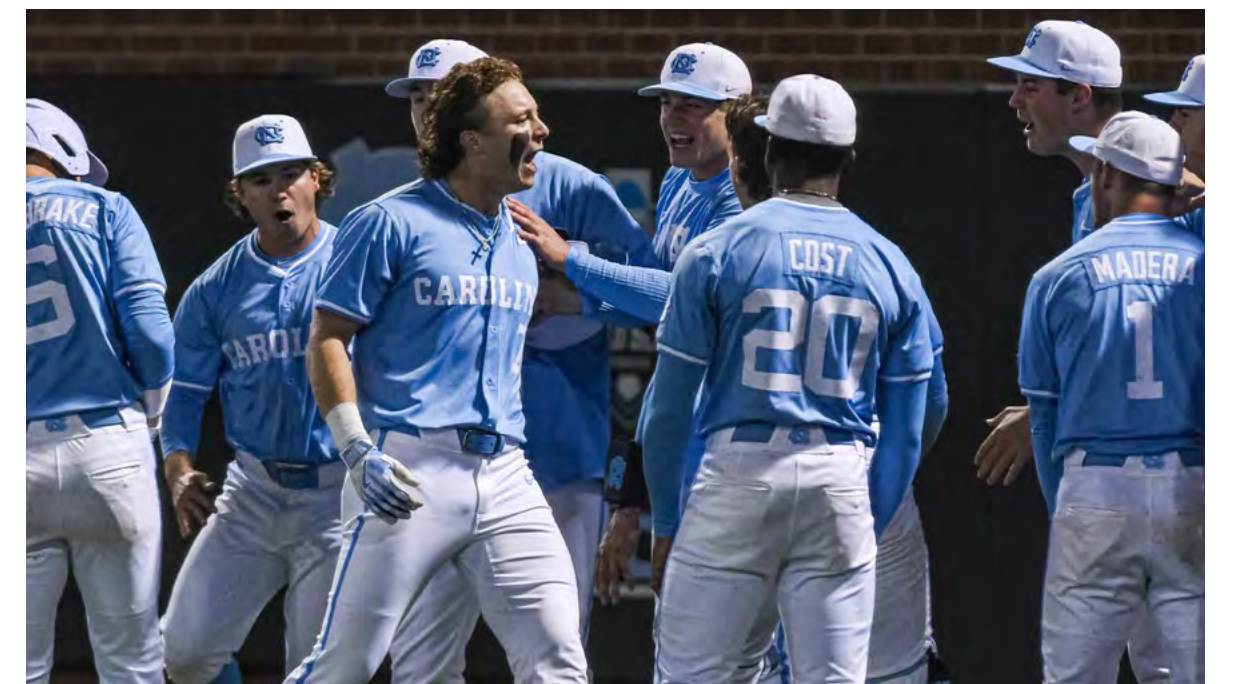


Photo credit: UNC Athletics

LOCATION

Chapel Hill

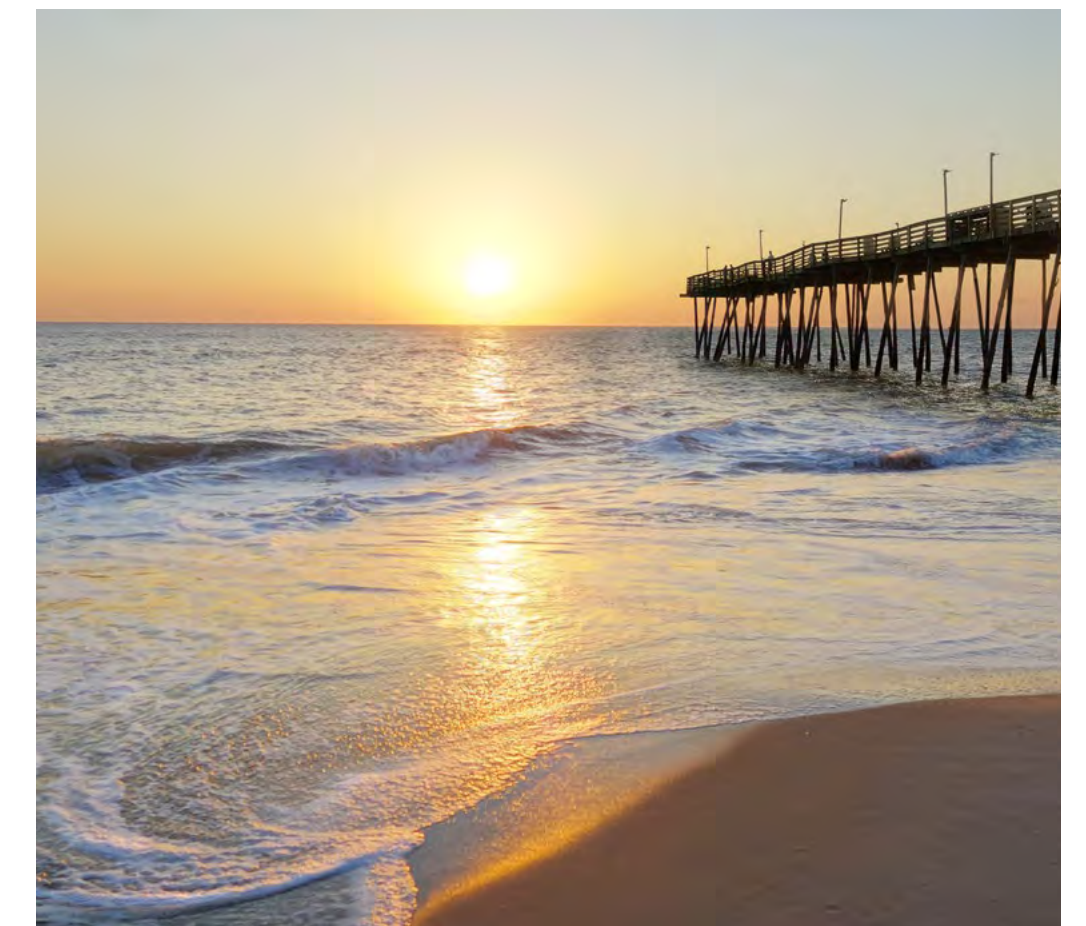
Chapel Hill routinely ranks as one of the nation's best college towns and best places to live. Its reputation is driven by the dynamic social, cultural and professional opportunities that flow between the campus and town. Chapel Hill has it all — from live music and eclectic dining to quiet trails and parks.

Research Triangle Park

UNC-Chapel Hill, along with Duke and NC State universities, helps form the Research Triangle. Research Triangle Park, North Carolina's premier global innovation center, is the nation's largest research park and home to over 375 companies.

North Carolina

Scenic beauty, a moderate climate, a culture rich in history and the arts and world-class sports and recreational opportunities make North Carolina an exceptional place to live and do business. Combine that with quality health care, top universities, a low cost of living and it's easy to see why most people who live here never want to leave.



RECENT CAMPUS-WIDE RANKINGS

U.S. News & World Rankings

#1

Best value public university 19 times in a row (Fall 2023)

#4

Public university; Top 5 for 23 straight years (Fall 2023)

#20

Top 10 graduate programs (Spring 2024)

Academic Ranking of World Universities
(Shanghai Ranking Consultancy)

#31

Among global universities (2023)

#21

Among U.S. universities (2023)

Times Higher Education
World University Rankings

#29

Among U.S. universities (2024)



CHANCELLOR POSITION DESCRIPTION

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 forward to the next era, UNC-Chapel Hill is 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.



CAROLINA COMMUNITY INPUT

Based on input from the Carolina community, it is preferred that candidates display an astute ability to:

- Uphold academic excellence and enhance student success;
- Navigate the higher education political landscape;
- Provide financial oversight, to include capital projects and infrastructure and compensation analysis;
- Build community and inclusive excellence;
- Work collaboratively with a variety of constituencies while maintaining independence and effectively advocate for the unique needs of UNC-Chapel Hill; and
- Support the health and well-being of Carolina.

Furthermore, it is preferred that candidates possess an earned terminal degree, an outstanding record of teaching and research, and exceptional academic leadership skills and experience or have demonstrated successful leadership experience at the highest levels outside the academy with a proven understanding of higher education.

SEARCH TEAM AND CONTACT INFORMATION

The Advisory Search Committee invites nominations, applications (a letter of interest, full curriculum vitae or resume and the names and contact information of five or more references) or expressions of interest to be forwarded to the search firm assisting the University of North Carolina at Chapel Hill. The committee prefers electronic submissions. Confidential review of application materials will begin immediately and continue until the position is filled. Review of materials will begin immediately and will continue until the position is filled.

Confidential inquiries, nominations and applications should be directed to:

Parker Executive Search
Five Concourse Parkway, Suite 2875
Atlanta, GA 30328
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