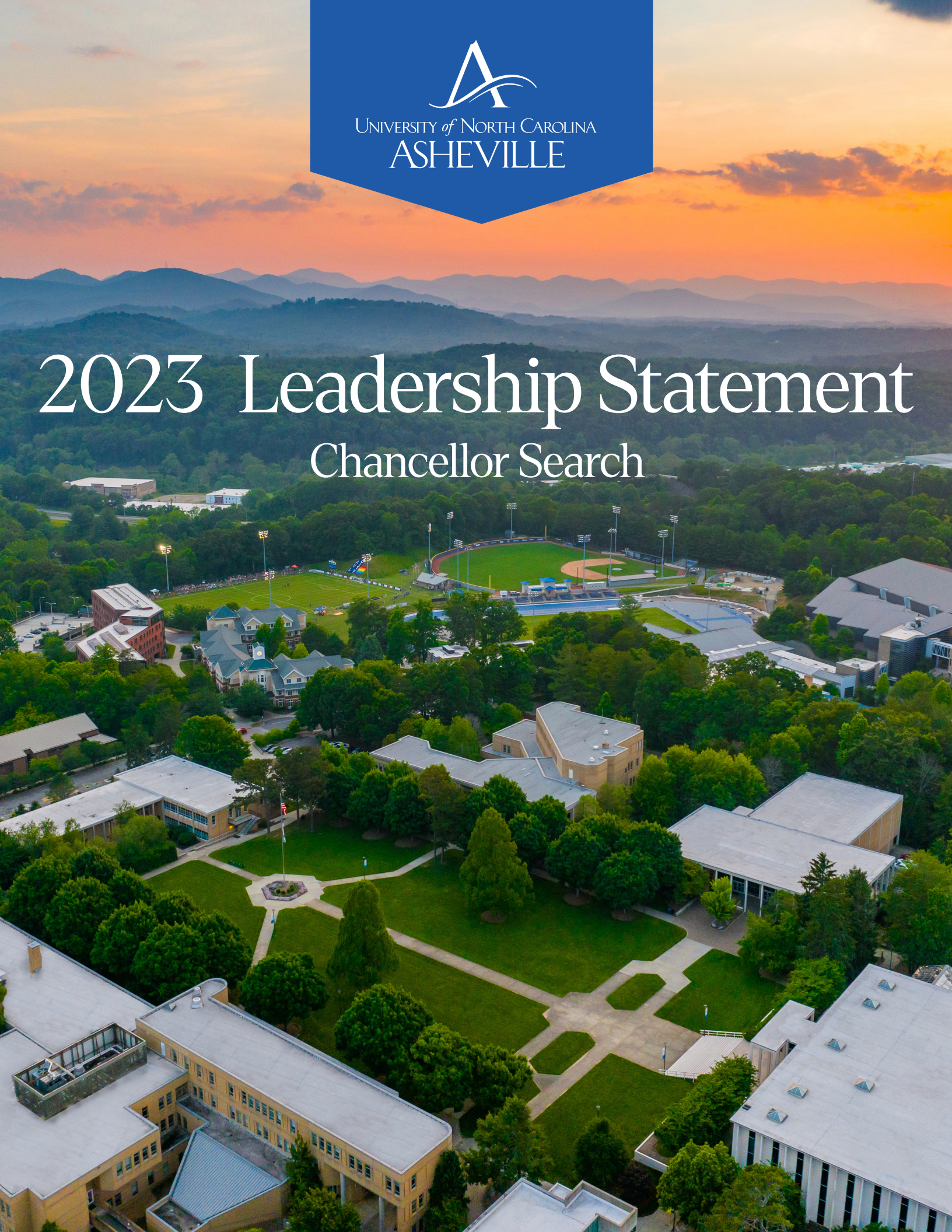




UNIVERSITY of NORTH CAROLINA  
ASHEVILLE

# 2023 Leadership Statement

## Chancellor Search





— TABLE OF CONTENTS —

**3** About UNC Asheville

**4** Mission and Values

**5** Points of Pride

**8** About Asheville

**9** Role of the Chancellor

**10** Qualities and Qualifications

**11** How to Apply

For more information visit:  
[new.unca.edu/about/chancellor-search/](http://new.unca.edu/about/chancellor-search/)

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## ABOUT UNC ASHEVILLE

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**LOCATED IN THE PICTURESQUE BLUE RIDGE MOUNTAINS AND IN ONE OF AMERICA'S BEST SMALL CITIES, UNC ASHEVILLE IS NORTH CAROLINA'S ONLY DESIGNATED PUBLIC LIBERAL ARTS AND SCIENCES UNIVERSITY, AND IS CONSISTENTLY RANKED AS ONE OF THE TOP LIBERAL ARTS UNIVERSITIES IN THE NATION. WIDELY RECOGNIZED FOR ITS OUTSTANDING FACULTY, TOP-NOTCH ACADEMICS, AND CHAMPIONSHIP-WINNING NCAA DIVISION 1 ATHLETICS, UNC ASHEVILLE IS HOME TO APPROXIMATELY ~3,000 UNDERGRADUATE STUDENTS AND 732 FULL- AND PART-TIME FACULTY AND STAFF WHO INTEGRATE EXPERIENTIAL LEARNING INTO THE CURRICULUM, EMPHASIZING UNDERGRADUATE RESEARCH, INTERNSHIPS, AND SERVICE-LEARNING EXPERIENCES.**

Small class size, award-winning faculty, and a nationally acclaimed undergraduate research program foster creativity and adaptability among students and graduates seeking to make an impact on a changing world. The work being done by the University's faculty, staff, and students further enhance their reputations as innovators, changemakers, and leaders in their fields.

The University offers more than 65 academic programs and 30 majors leading to the Bachelor of Arts, Bachelor of Science, and Bachelor of Fine Arts degrees, as well as a Master of Public Health (MPH) degree, jointly offered by UNC Asheville and the UNC-Chapel Hill Gillings School of Global Public Health. The most popular majors by degrees awarded are psychology, environmental studies, mass communication, business, and new media. UNC Asheville has received numerous program accreditations, including the Council for the Accreditation of Educator Preparation (CAEP).

Engineering, an NC State-UNC Asheville joint program, is among an elite few ABET-accredited (Accreditation Board for Engineering and Technology, Inc.) mechatronics programs in the country. The institution also is a leader in the Council of Public Liberal Arts Colleges (COPLAC), headquartered on campus.

UNC Asheville students primarily come from within the state, but the diverse campus population also includes students from 38 states and 28 countries. UNC Asheville students are inquisitive, creative, and serious about their studies. They care deeply about current issues such as social justice and environmental sustainability and consistently receive awards for civic engagement. High-impact practices, both curricular and co-curricular, are key to the student experience. In addition, students regularly take advantage of leadership and service opportunities to make a difference on campus and in the community.

By all external barometers, UNC Asheville continues to earn high marks for academic excellence and value, garnering an annual Top 10 ranking on the Best Public Liberal Arts Colleges by U.S. News and World Report. In addition, UNC Asheville is featured in The Princeton Review's 2023 edition of The Best 388 Colleges, and made the Top 50 "Guide to Green Colleges" list for 2023. College Raptor ranked UNC Asheville as a Hidden Gem College, and The Fiske Guide to Colleges included UNC Asheville in its publication highlighting more than 300 of the "best and most interesting" colleges in the U.S., Canada, and the U.K.

## UNC ASHEVILLE AT A GLANCE

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**~3,000**

undergraduate students  
from 38 states & 28 countries

**65+**

Academic Programs

**16**

NCAA Division 1 Teams

**200+**

Full-time faculty members  
85% with terminal degrees

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## MISSION AND VALUES

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The University of North Carolina Asheville is North Carolina's designated public liberal arts and sciences university and one of the 17 excellent, diverse, and accessible institutions of the UNC System. UNC Asheville's relationship-driven education prepares students for lives of leadership and service with an emphasis on critical thinking, clear and thoughtful expression, applied research, community engagement, free and open inquiry, and undergraduate and graduate programs that address the most pressing issues of our time. Through small class sizes, close collaboration, and high-impact experiences, we are preparing the next generation of leaders and productive citizens to serve North Carolina and the nation.

### Innovation

UNC Asheville recognizes that a commitment to innovation requires openness to change and a willingness to do things differently. From this framework, innovation enriches the quality of education and strengthens our ability to fulfill our mission. Innovation also drives thoughtful, intentional change that will help us enhance our educational programs, enrich the student experience, and engage more fully with our communities. Innovative organizational approaches can also lead to increased operational efficiency and effectiveness by developing new and creative policies, procedures, and practices that save time and money and lead to positive, measurable outcomes that have a major impact on the entire institution.

### Sustainability

Sustainability at UNC Asheville includes the preservation of the natural environment, support of human communities, and the institution's financial health. UNC Asheville educates students about all dimensions of sustainability by integrating environmental literacy throughout the curriculum and by modeling sustainable campus practices. This effort builds the capacity of students to strengthen the health and resilience of our community and environment, at the local and global levels, by providing high quality instructional expertise and by supporting sustainability-related learning opportunities.

### Diversity and Inclusivity

UNC Asheville fosters a deep commitment to supporting diverse communities and appropriately encouraging frank and honest conversation. This commitment envisions a future where all UNC Asheville students, faculty, and staff know they belong regardless of their race and ethnicity, age, religion, disability, socio-economic status, gender expression, gender and sexual identity, national origin, culture, and ideological beliefs.

### Student Success

UNC Asheville is committed to creating an environment in which teaching and student success are the top priorities, supported with strong research and scholarship. We are dedicated to keeping students at the center of UNC Asheville's programs and operations, with their academic, co-curricular and holistic development being the ultimate goal.



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## POINTS OF PRIDE

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### LIBERAL ARTS CORE

The Liberal Arts Core curriculum consists of the University's academic hallmarks: the interdisciplinary approach, the Humanities Program, and intensive instruction in certain areas. Students maintain flexibility in course selection so they can explore diverse topics and still graduate in four years.

### HUMANITIES PROGRAM

UNC Asheville's Humanities Program will celebrate 60 years in 2023-24 and provides every undergraduate with a common academic experience from a variety of disciplinary perspectives. The program's four courses explore the human experience to establish a strong historical and cultural context within which students can refine and articulate their own values in a critical and informed manner.

### UNDERGRADUATE RESEARCH

More than 65 percent of UNC Asheville students complete original research in their field of study. The University's nationally recognized Undergraduate Research Program supports these endeavors through funding research and travel for students to present their best work. Founded on the campus of UNC Asheville, the 2016 National Conference on Undergraduate Research (NCUR) marked the fifth time UNC Asheville hosted the national conference, which has grown tenfold in size since its founding.

### SERVICE LEARNING

The Adelaide Worth Daniels Key Center for Community Engaged Learning is the hub of service on campus and works to connect students, faculty, staff, and community partners in meaningful relationships. Students have the opportunity to participate in curricular offerings, days of service, and alternative service experiences during University breaks.

### STEM EDUCATION

UNC Asheville boasts multiple strong programs in science, technology, engineering, and math, including one of only four accredited mechatronics programs in the nation. Chemistry graduates who apply to graduate schools, medical, veterinary, or dentistry programs have had a 95 percent acceptance rate since 2001, and UNC Asheville graduates a higher percentage of math majors than any other UNC-system school. Our Master of Public Health (MPH) is jointly offered by UNC Asheville and the UNC-Chapel Hill Gillings School of Global Public Health on the campus of the Mountain Area Health Education Center in Asheville.

### IGNITE

UNC Asheville's current Quality Enhancement Program (QEP), IGNITE, is a first-year experience program designed to help new students "find their spark" and ignite their passion. By building connections with one another, students develop leadership skills and deepen their sense of belonging.

### BULLDOG ATHLETICS

Bulldog Athletics competes in 16 NCAA Division I sports and is a member of the Big South Conference. The 2022-23 campaign for the UNC Asheville Bulldogs was historic on many levels, with victories at every home game, record-breaking attendance, and a nail-biting comeback victory at the Big South Championship game that resulted in an automatic bid to the 2023 NCAA Tournament – the Bulldogs’ first appearance since 2016. The impact of men’s basketball is complemented by success across all 16 Division I sports at UNC Asheville. For example, Delaney Carlton will follow her appearance at the NCAA National Swim and Dive Championships by competing on Team USA at the 2023 World University Games in Chengdu, China. In addition to being a source of pride in the local community, across the state, and throughout the region, Bulldog Athletics is also a major driver of economic activity. Student-athletes make a social impact with more than 2,000 hours in community service through a variety of volunteer service programs and events. Bulldog student-athletes have a 96 percent graduation rate, an overall GPA of 3.2, and 72 percent made the Big South Presidential Honor Roll. Seven of the 16 teams also earned a perfect score in the Academic Progress Rate (APR), the NCAA’s academic performance standard. Since North Carolina state funds cannot be used for athletics, scholarships, operating budgets, salaries, and other program expenses are funded through private donations, corporate sponsorships, Bulldog Athletic Association memberships, ticket sales, game guarantees, special events, and NCAA Funds.

### OLLI

The Osher Lifelong Learning Institute (OLLI) at UNC Asheville is an award-winning learning community dedicated to promoting lifelong learning, leadership, community service, and research to enable its members to thrive in life’s second half. OLLI’s programs are organized by our staff, volunteers, and community partners, to engage with our members and community. Founded in 1988, OLLI has had up to 2600 members and offers over 350 courses and dozens of special programs every year, including a leadership program for seniors.

### HONORS PROGRAM

The University Honors Program at UNC Asheville provides a rich curriculum for motivated students who seek to understand themselves and make a difference in the world. Together, students and faculty form a community of caring, dedicated, and enthusiastic scholars. Opportunities available to honors students include travel in the United States and abroad, meeting distinguished campus visitors, receiving tickets to concerts and cultural events, attending lectures and informal gatherings, and forging strong relationships with talented professors. Approximately 10 percent of students participate in the program, with the opportunity to graduate with distinction as a University Scholar.

### THE CAMPUS EXPERIENCE

UNC Asheville offers a lively campus community that is enriched by the attractions of a vibrant city and the beauty of the Blue Ridge Mountains. Student clubs and organizations and a vigorous Campus Recreation program provide diverse opportunities to expand horizons through personal growth, social interactions, and environmental understanding. Honor and service societies, sororities and fraternities, drama and musical groups, a Student Environmental Center, nine club teams and a robust Student Government Association, the student newspaper, a new eSports facility, and an arts journal are all part of the University’s co-curricular fabric. The area’s natural laboratories and recreational sites are used by UNC Asheville for both work and play. Each residence hall at UNC Asheville provides a unique on-campus living experience, including apartment-style student residences for the 48 percent of degree-seeking students who choose to live on campus.

### CHANCELLOR’S RESIDENCE

In 2010, the University opened the Janice W. Brumit Pisgah House, which serves as a location for University-sponsored events, meetings, receptions, and dinners and serves as the chancellor’s residence. The \$2.9-million multi-purpose building was funded by private donations.

## CAMPUS GROWTH

UNC Asheville and the UNC Asheville Foundation have purchased several properties contiguous to the campus. The 10-acre Rhoades property, acquired in 2008, was the first major gift/purchase of property for the campus since moving to its current location in 1961. The property now hosts a community garden and includes a residence for the vice chancellor of student affairs, both of which are favorite gathering places for students. Other acquisitions have included 15 acres adjacent to the campus on Broadway Avenue and Zillicoa Street, which are being developed as part of the campus master planning process to link the campus and downtown through Asheville's greenway system. In 2013, UNC Asheville acquired adjacent acreage and a health facility on W.T. Weaver Boulevard that houses an expanded Student Health and Counseling Center and the offices for University Advancement and Alumni Relations.

## CAMPUS FACILITIES AND ACREAGE

The 360-acre campus at UNC Asheville includes 35 buildings and residence halls, and more than 14 outdoor spaces. Recent construction projects on campus include building apartment-style student residences; renovating two of the University's oldest academic buildings, Owen Hall and Carmichael Hall; and expanding spaces for the student experience and community engagement. Other major building projects within the past decade have included the Whitesides Hall classroom building, Sam Millar Facilities Management Complex, the Zeis Science and Multimedia Building, and Lookout Observatory. Major renovations were made to Rhoades Hall in 2012, and the building is now LEED® Gold certified. Overlook Residence Hall, one of the "greenest" buildings on campus, has cutting-edge sustainability features, including geothermal heating and cooling. These efforts, combined with countless others across campus, have earned the University repeated recognition as a model of sustainability among UNC institutions and across the state.

The STEAM Studio (Science, Technology, Engineering, Art, Math) is an educational makerspace featuring

state-of-the-art equipment for design and fabrication, which facilitates interdisciplinary collaboration between students, faculty, and staff, and connects the campus to the creative community of Asheville. UNC Asheville also owns 46 acres of pristine land in northern Hendersonville acquired in 1987 as a result of an estate gift from the late Kathryn Arnold Kellogg, with 8,100 square feet in existing buildings on the Kellogg Center property.



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## ABOUT ASHEVILLE

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Nestled in the **Blue Ridge Mountains, Asheville, North Carolina**, is a vibrant city renowned for its unique blend of natural beauty, rich history, and artistic spirit. The nearby **Blue Ridge Parkway** provides awe-inspiring vistas and hiking trails, and the surrounding scenery of over **500,000 acres of forests** provides opportunities for an exciting assortment of outdoor activities for nature enthusiasts and adventure seekers. Within the lively city of Asheville, a thriving city of independent businesses and eclectic dining opportunities.



Beyond its natural wonders, Asheville's arts scene makes it a cultural haven. The **River Arts District** boasts a diverse array of art galleries and studios showcasing the work of talented local artisans and craftsmen, while numerous venues downtown and surrounding Asheville offer a **lively music scene** featuring a diverse range of genres from **bluegrass and folk to jazz and indie rock** to satisfy every palate.

In addition to its artistic allure, Asheville's culinary scene has received national recognition as a top food destination thanks in part to its **James Beard Award**-winning and nominated chefs. Adding to its growing list of accolades, in 2023, Asheville received a top 10 ranking on Tripadvisor.com's "**Best Food Destinations in the U.S.**" list. Embracing a farm-to-table ideology that promotes locally-sourced, sustainable, and organic ingredients, Asheville's food culture celebrates both the innovative and the traditional. But that's not all - Asheville is also known as a hub for craft beer enthusiasts, thanks to a dizzying number of world-class breweries and events.



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## THE ROLE OF THE CHANCELLOR

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The Chancellor serves as the administrative and executive head of the institution and exercises this authority subject to the direction of the President of the University of North Carolina System. Consistent with federal and state law and university policy, the Chancellor will fulfill the responsibilities of this role by operating within the governance structure of the UNC System. Effective leadership will involve working closely with the UNC Asheville Board of Trustees, the UNC System President, the UNC Board of Governors, members of the North Carolina General Assembly, the Governor and Executive Branch leaders, North Carolina's Congressional delegation, students, faculty, and staff, and other government, community, and business representatives.

In addition to valuing the unique interaction of teaching, research, and community engagement that exists at UNC Asheville as a public institution within the UNC System, the Chancellor should demonstrate a knowledge of board governance and relations in a complex institutional setting, a commitment to public education, and an unwavering advocacy of the role of UNC Asheville in the community, region, state, nation, and the world.

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## UNC SYSTEM OF GOVERNANCE

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The University of North Carolina System is a treasured public institution supported through strong legislative funding and dedicated to serving the people of North Carolina through world-class teaching, research, and community engagement. The University of North Carolina Asheville is one of 17 constituent institutions comprising the UNC System. A 24-member UNC Board of Governors, elected by the North Carolina General Assembly to four-year terms, oversees the System. The Board has responsibility for the policymaking, planning, management, and overall governance of the UNC System, and elects the System's President to serve as the chief administrative and executive officer. Each institution's Chancellor is also elected by the Board upon the nomination of the UNC System President. The Chancellor reports to the UNC System President.

All institutions within the System also have a Board of Trustees, to which the Board of Governors has delegated duties and powers for certain campus academic, administrative, and budgetary functions. UNC Asheville has a 13-member Board of Trustees, consisting of eight members elected by the Board of Governors, four appointed by the North Carolina General Assembly, and the president of the student body, who serves ex-officio.



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## QUALITIES AND QUALIFICATIONS

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Our next chancellor will demonstrate leadership capabilities and potential in the following areas:

- **UNC Asheville's Mission** – someone who understands and can articulate UNC Asheville's unique public liberal arts and sciences mission.
- **Integrity** – someone with unwavering integrity, commitment to public higher education, and a deep appreciation and passion for UNCA's unique mission and history.
- **UNC System Governance and Strategic Goals** – someone who understands the structure of the UNC System and its strategic plan and demonstrates a commitment to drive improvement on our shared goals, especially student success, and advocates for the institution with government and legislative entities.
- **Priorities** – someone who has a clear understanding of this campus' needs and opportunities, including enrollment growth and opportunities for online programs and non-traditional students, student retention and recruitment, marketing and branding of this institution's unique mission, and recruitment and retention of a top-flight leadership team, faculty, and staff.
- **Financial Stewardship** – someone who demonstrates the ability to manage the institution's budget in a fiscally prudent and transparent manner and make the highest and best use of financial resources.
- **Operational Acumen** – someone who applies sound management practices to sustain the operational health of the institution.
- **Academic Freedom and Free Expression** – someone who is wholly committed to the principles of academic freedom and free expression.
- **Communication Skills** – someone who communicates with and actively listens to diverse constituent groups to foster a shared vision and goals for the institution.
- **Collaborative Style** – someone who establishes effective partnerships with faculty, staff, students, alumni, donors, sister institutions, and engages the broader community both in Asheville and the western region of our state.
- **Fundraising Ability** – someone who cultivates and manages ongoing partnerships to encourage financial support for the institution.
- **Strategic Thinking** – someone who balances short-term demands with long-term vision to drive the institution's mission and success in achieving its strategic goals.
- **Creative and Innovative Leadership** – someone who is a committed leader willing to explore new and innovative ways to strengthen and expand the institution's growth and impact.

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## HOW TO APPLY

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Individuals interested in being considered for the Chancellorship of UNC Asheville are encouraged to apply. **For fullest consideration, candidates must submit a letter of interest and a Curriculum Vitae/Resume by September 25, 2023.**

The position will remain open until filled. Candidates will be notified before their references are contacted.

The UNC Asheville Search Advisory Committee will consider candidates and conduct interviews. The Committee will recommend at least three candidates to the UNC Asheville Board of Trustees who will then recommend at least three finalists to the President. The President will nominate one candidate to the UNC Board of Governors for election.

Under North Carolina law, the names and personal information of candidates remain confidential throughout the search process and beyond.

### Points of Contact:

- Confidential inquiries, nominations, and applications should be directed via electronic mail to [chancellorsearch@northcarolina.edu](mailto:chancellorsearch@northcarolina.edu)
- For other questions, contact Lynn Duffy, senior associate vice president for leadership development and talent acquisition, UNC System Office, at [lsduffy@northcarolina.edu](mailto:lsduffy@northcarolina.edu)

For more information about the search process, please visit the UNC Asheville Chancellor Search website at [https:// new.unca.edu/about/chancellor-search/](https://new.unca.edu/about/chancellor-search/)

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## EEO STATEMENT

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The University of North Carolina Asheville strives to cultivate an environment that is diverse, inclusive, and free from discrimination. UNC Asheville is committed to adhering to all applicable federal, state, and local laws that prohibit employment discrimination, ensuring equal opportunities for education and employment for all persons regardless of age, color, national origin, race, religion, disability, veteran status, sex, sexual orientation, or gender identity. This policy reinforces the university's commitment to making employment decisions based on the principles of equal employment opportunity and with the intent to further UNC Asheville's commitment to affirmative action and equal employment opportunity.

