CHANCELLOR

LEADERSHIP STATEMENT

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THE INSTITUTION

Introduction

North Carolina Central University (NCCU) is a comprehensive University offering programs at the baccalaureate, masters, professional and doctoral levels. It is the nation’s first public liberal arts institution founded for African-Americans. NCCU is part of the 17-campus University of North Carolina (UNC) system, which is governed by the UNC Board of Governors elected by the North Carolina General Assembly. The UNC system is headed by a President.

In 2010, North Carolina Central University commemorated 100 years of providing access to quality education. Currently, the University offers bachelor’s degrees in nearly 100 disciplines, master’s degrees in more than 40 areas, one doctorate, and two professional degree programs through six schools and colleges. They are the schools of Business, Education, Law, Library and Information Sciences, and the colleges of Behavioral and Social Sciences and Arts and Sciences. Accredited by the Southern Association of Colleges and Schools, the University received its last decennial certification in 2009.

Historically known for its intense curriculum in the liberal arts, business, library and information sciences, law and education, while maintaining its liberal arts tradition, the University is strategically investing in six disciplines that will lead the future academic expansion and gain signature recognition. Those six signature programs are: business, law, nursing, the biosciences and liberal arts. Today, NCCU is recognized as having more upside potential than any of the 17 campuses in the UNC system.

Within the last decade, NCCU developed outstanding programs and facilities in biotechnology and biomanufacturing. The Julius L. Chambers Biomedical/Biotechnology Research Institute (BBRI) is an innovative research and training facility with 40,000 square feet of basic research space dedicated to the advancement of fundamental knowledge of human diseases, particularly those that disproportionately affect minority populations. NCCU’s Biomanufacturing Research Institute and Technology Enterprise (BRITE) trains B.S., M.S. and Ph.D. students for successful careers in biomanufacturing and biotechnology in a 52,000 square foot state-of-the-art facility.

North Carolina Central University embraces all of its academic disciplines and programs and recently undertook an intensive academic program review, which led to the restructuring of the academy. This review was done to ensure academic relevance and strength in the ever-changing global environment. NCCU seeks to continually encourage intellectual productivity and enhance the academic and professional skills of its students and faculty. To that end, the University recently raised admission requirements and academic progression standards.
In fall 2012, NCCU welcomed its largest freshman class ever, even in the wake of reducing the number of admitted students by 7.4 percent. We attribute this increase to the national attention enjoyed by the institution over the last five years as reported in U.S. News & World Report. Currently, the University has 8,611 students: 6,665 undergraduates, 1,362 graduates, and 584 law students. The University features a diverse combination of 608 full-time and part-time faculty and staff of 799.

Over the last five years, the University has increased its online course offerings by 50 percent. NCCU provides more than 75 percent of its general education curriculum online as well as five graduate programs. Online students are located in 24 states.

The University’s total revenues were $200 million in fiscal year 2012. Of that, $84 million was funded by the North Carolina General Assembly as state appropriations. Student Tuition and Fees ($39.3 million) and Sales and Services ($22 million) are the next major sources of operating revenue.

In fiscal year 2012, total research grants and contracts reached more than $20 million, which is an increase of 118 percent since fiscal year 2008. The key areas of research are health disparities, including: cancer, neurological, and cardiometabolic disorders; technological advances in the sciences; and human behavior. The Biomedical/Biotechnology Research Institute (BBRI) and Biomanufacturing Research Institute and Technology Enterprise (BRITE) are the research hubs for the University and comprise the bulk of the research portfolio. We aspire to reach $30 million dollars in sponsored research by 2017.

BRIEF INSTITUTIONAL HIGHLIGHTS

- NCCU was the first state-supported liberal arts institution founded for African-Americans in the nation.
- U.S. News & World Report ranks NCCU as one of the top public HBCUs for four years in a row.
- NCCU was the first HBCU to offer a Ph.D. degree. In 1955, the University offered the Ph.D. in education. In October 2011, the University was approved to offer a Ph.D. in integrated biosciences starting fall 2012.
- NCCU has one of two part-time evening law degree programs between the District of Columbia and Atlanta metropolitan areas.
NCCU’s School of Law has been named the nation’s Best Value Law School for two years in a row by National Jurist magazine.

NCCU is the first HBCU to have an Athletic Training Education program accredited by the Commission on Accreditation of Allied Health Education programs in 2005.

NCCU is the only HBCU in the U.S. approved by the Committee on Accreditation of the American Library Association to offer a masters degree in library science.

NCCU offers the Master of Education in special education/visual impairment, which is the only training program in North Carolina for teachers of children who are visually impaired or blind.

NCCU was the first institution in North Carolina to offer a Bachelor of Music degree in jazz studies.

NCCU was the first of North Carolina’s state-supported universities to require community service for graduation.

NCCU opened a new, state-of-the-art facility for its Department of Nursing.

NCCU’s Athletics Program recently completed its transition to NCAA Division I and is a member of the Mid-Eastern Athletic Conference.

NCCU is located in Durham, North Carolina. Durham, with a population of 229,330, is in the eastern section of North Carolina’s Piedmont region, bordering the internationally recognized Research Triangle Park. It is part of a larger standard metropolitan area with 1.7 million people.

Mission

The mission of the University is to prepare students academically, socially and professionally to become leaders who will succeed in their chosen professions while advancing the consciousness of social responsibility in a diverse, global society. It is our goal to produce graduates who live by the University's motto of “Truth and Service.” NCCU continues to serve its traditional clientele of African-American students and has an expanded commitment to meet the educational needs of a student body of more than 8,600 students representing geographical, socioeconomic and racial diversity.
GOVERNANCE AND ADMINISTRATION

The Chancellor of NCCU is the chief executive officer, providing executive, administrative and academic leadership to the University, exercising primary authority over the University’s mission and operations, subject to oversight of the NCCU Board of Trustees. Members of the Board of Trustees are appointed by the UNC Board of Governors (eight) and the governor of the state (four). The President of the student body serves in an ex-officio capacity.

NCCU is a constituent institution of the University of North Carolina, a 17-campus system governed by a Board of Governors elected by the North Carolina General Assembly. The University of North Carolina system is well known within the state as UNC-General Administration or UNC GA and is headed by a President. The Chancellors of all 17 campuses serve at the pleasure of the President, who delegates his authority to the respective boards of trustees. Many policies are handed down to the campuses from UNC GA.

THE POSITION

With NCCU having celebrated its centennial in 2010, the Chancellor shall provide overall leadership and vision to guide the University through the next 100 years. The Chancellor must possess an understanding of, and preferably will possess relevant experience in dealing with the unique challenges and opportunities inherent in the leadership of a Historically Black College and University (HBCU). Applicants and nominees should possess an earned doctorate, appropriate terminal degree, or experience sufficient to engender respect from all constituents of the University and the local community.

The strategic context for the position of Chancellor of NCCU is as follows: In 2002, Richard Florida wrote *Rise of the Creative Class*, touting the Raleigh-Durham Research Triangle as a major creative class center. Creative Class Centers are characterized as having “a bigger and better stock of talented and creative people.” Going forward, NCCU continues to contribute significantly to the creative class, but the University’s greater success will be measured by how well it integrates its research enterprise into the local economy. Therefore, the successful future of NCCU is inextricably linked to its ability to build solid strategic public and private partnerships yielding a good return on investment for years to come. At the same time, the successful candidate must set in motion tactical plans to have the University’s five flagship programs recognized as high-performing, and create a competitive and comparative advantage in the educational marketplace.

The successful candidate shall be an individual of great personal integrity, and shall be a visionary leader who possesses the following:

- The ability to successfully engage in academic entrepreneurship and/or academic capitalism.
- A good understanding of the interdependence of academics, business and government’s collective role for successful community and economic development.
- The ability and experience to advance NCCU to its next level of excellence.
- The aspiration to prepare students academically, socially and professionally to become leaders who will succeed in their chosen professions while advancing the consciousness
of social responsibility in a diverse, global society.

- The ability and a commitment to strengthen and expand upon NCCU’s recent academic, athletic and musical successes and a commitment to continue and broaden the University's upward momentum.
- Sound and inclusive management and team-building skills with the ability to plan and direct NCCU’s enrollment growth and campus expansion.
- A strong commitment to the local community as a visible and active participant.
- A proven fundraiser with the ability to successfully market the University to the general public and garner financial support from multiple sources.
- A passion for educating students and meeting their needs and an understanding of the role of HBCUs in advancing both.

**Responsibilities**

The responsibilities of the Chancellor include, but are not limited to, the following:

- Providing visionary leadership and the ability to empower the organization to execute the vision.
- Asserting strategic leadership enabling NCCU to (a) develop innovative approaches for expansion of resources; and (b) ensure the vitality of all schools and colleges.
- Fostering and building upon the existing strengths of NCCU and providing overall leadership and direction to guide its future course.
- Providing leadership to sustain and enhance the standards of excellence in the quality of education and campus life so that students are prepared to compete in a global economy.
- Facilitating collaborative relationships between NCCU, the community, businesses, government, alumni and other educational institutions.
- Being a visible leader on campus and in the broader community.
- Developing, maintaining, strengthening and enhancing relations with alumni associations and alumni to support the University’s mission and to ensure a lifelong relationship.
- Maintaining fiscal integrity in financial operations and personnel administration to ensure fiscal soundness and accountability for resources and services.
- Evaluating and implementing processes to improve quality and service to constituencies.
- Maintaining and strengthening successful programs that will enhance diversity and promote acceptance of cultural and lifestyle differences amongst students, faculty and staff.
- Demonstrating respect for students, faculty and staff.
- Recruiting effective administrators and providing a climate that fosters personal and professional growth and continuous improvement.
- Recognizing the ongoing needs in advancing information technology and positioning NCCU appropriately.
- Enhancing student life on campus.
Leading fundraising.

Expertise and Qualifications

- A distinguished record of progressive accomplishments and senior leadership experience in higher education, and the private or public sectors.
- Proven track record in leadership, strategic management and resource development.
- An understanding of, and commitment to, the principles of academic freedom, tenure and shared governance.
- A demonstrated commitment to serving students, faculty, staff and all other University constituencies.
- Demonstrated strengths in human relations, advocacy, communications, planning and organizational skills to lead and inspire internal and external constituencies of the University.

Personal Characteristics and Attributes

- The understanding of and ability to clearly communicate the historical and evolving mission of Historically Black Colleges and Universities (HBCUs).
- A strong strategic vision, a drive for excellence, and openness to the use of entrepreneurial and innovative methods to implement the vision.
- The ability to articulate the mission and promote the programs of a comprehensive University with a strong liberal arts tradition.
- An appreciation for the traditions of NCCU while moving into the future.
- An engaging personality and positive attitude with the ability to communicate effectively.
- Strong interpersonal skills with the ability to work effectively with people of diverse backgrounds.
- An understanding of and appreciation for the needs of a dynamic student culture.
- The ability to make tough decisions and build organizational consensus; a team-builder.
- A familiarity with and willingness to work within an environment that values shared governance and individual empowerment, and demands accountability at all levels.
- An understanding of and appreciation for the role of the University in the local community.
- An adept and thoughtful communicator; one who understands the power of positive and open communications with the media and all other constituents.
**Procedures for Candidacy**

Review of candidates will begin immediately. For fullest consideration, applicant materials should be received by November 15, 2012. Application materials should include a letter addressing how the candidate’s experiences match the position requirements, a current curriculum vitae and contact information for at least six references (references will not be contacted without the prior knowledge of the candidate).

Confidential inquiries, nominations and application material should be directed to:

*NCCUChancellor@wittkieffer.com*

Items that cannot be emailed can be sent to:

NCCU Chancellor Search  
c/o Witt/Kieffer  
Attention: Howard T. Jessamy  
7201 Wisconsin Ave., Suite 775  
Bethesda, MD 20814  
Fax: 301.654.1318

For additional information, all interested applicants are welcome to view the NCCU website at  
[http://www.nccu.edu/administration/Chancellor/search/index.cfm](http://www.nccu.edu/administration/Chancellor/search/index.cfm)
Appendix A - Profile Durham, North Carolina

Durham is a culturally vibrant, creative and entrepreneurial community located in Durham County, North Carolina. It is the county seat of Durham County, and the home of North Carolina Central University, Duke University, Durham Technical Community College, and the North Carolina School of Science and Mathematics, the nation’s first state-supported residential high school. The fourth-largest city in the state by population, Durham prides itself on being the place “Where Great Things Happen,” as is evidenced by some of the hundreds of accolades that have been bestowed on it as a place to live, work, play and learn.

With the birth of the world-renowned Research Triangle Park (RTP) in 1959, Durham began to evolve into a global center for information technology, biotechnology, pharmaceuticals, and medicine. A community once grounded in tobacco and textiles, Durham has successfully transformed itself into one of knowledge-based industries, anchored by Research Triangle Park, 80 percent of which is located in Durham County. From tobacco and textiles to life sciences, informatics, technology and financial services clusters, Durham today is a thriving economic engine, bringing economic opportunity to its residents.

Durham transitioned from one of the world’s leading tobacco towns into one of the world’s leading medical destinations called the “City of Medicine.” Healthcare is Durham’s largest employment cluster, with nearly one in three people working in a health-related field. Durham boasts a physician-to-population ratio almost 4.5 times the national average, with more than 3,700 licensed physicians, more than 6,000 nurses and 300+ medical and health-related companies with a combined payroll exceeding $1.5 billion annually. More than 45 percent of the biotech firms based in North Carolina are located in Durham.

Those who call Durham home come from all over the world and all walks of life. Almost 14 percent of its population is foreign-born, and nearly 19 percent of its homes have a language other than English spoken. Yet, one of Durham’s most significant distinguishing characteristics is the high educational attainment of its residents—44 percent of adults over 25 years of age in Durham County have attained at least a bachelor’s degree.

Durham’s multi-faceted appeal comes from its diversity, with no single race or ethnicity in the majority. Durham’s population is 42.5 percent white (non-Hispanic), 41 percent black, 13.5 percent persons of Hispanic or Latino origin and 5 percent Asian. Durham's economic base is firmly established upon knowledge-based, high-technology industries such as biopharmaceutical, computer, telecommunications, insurance and electronics, as evidenced by some of its largest employers – North Carolina Mutual Insurance Company, Duke University and Medical Center, IBM, Nortel and GlaxoSmithKline.
The expansion of Durham’s economic base strongly correlates with the growth and development of Research Triangle Park, the largest and most successfully planned research and development park in the country. The 170 plus firms located there employ 42,000 workers. More than 20 additional industrial, office and research facilities surround the perimeter of RTP. Hundreds of other business opportunities have resulted from “spin-off” enterprises formed to supply or service the companies in RTP. Other entrepreneurs have applied the knowledge and technology developed in the area to start their own companies. The state’s biotechnology and microelectronics centers, also located in Durham County, enhance the supply of intellectual and technical assets and resources available to business. It’s no wonder that Richard Florida named Durham no.1 in the country for the highest percentage of creative class workers.

For more information on the City of Durham:

www.durhamnc.gov

For information on North Carolina Central University’s 2020 Strategic Plan:

http://www.nccu.edu/discover/ourfuture.cfm
Recent Durham Accolades

Durham is one of 34,000 places in the US (1,237 over 25,000 population), one of 254 cities 100,000+, one of 3,140 counties and the principal city in one of 362 MSAs. There are communities that rank higher in a category or two, but Durham is one of a handful that consistently rank high across so many different aspects. Below are some of the accolades Durham received recently as a community or as the core community for a four county MSA (Metropolitan Statistical Area as defined by the US Census).

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For all Durham Accolades go to: www.durhamaccolades.com