



THE UNIVERSITY OF NORTH CAROLINA SYSTEM

Winston-Salem State University Chancellor Search Charge to Search Advisory Committee UNC President Peter Hans January 16, 2024

One of my most important duties as president of the UNC System is to select strong leaders for our institutions. Choosing the right chancellor is a decision that has lasting impact on the campus, the community, and our university system for years, if not decades. I take this responsibility seriously and with the deepest commitment to Winston-Salem State University and its current and future faculty, staff, students, and alumni.

I cannot fulfill this significant obligation without the thoughtful work and deep commitment of you, the members of the chancellor search advisory committee. I am grateful to each of you for committing to this important mission. In doing so, you have pledged your time, energy, and thoughtful deliberations to serve Winston-Salem State University. The UNC Board of Governors, the UNC System, and especially the entire Rams community appreciate your willingness to dedicate yourselves to the important task ahead.

I am especially grateful to Board of Trustees Chair Kathleen Kelly for leading this search advisory committee. I have the highest confidence in Kathleen's leadership and passion for Winston-Salem State. I have no doubt that this search will end successfully with the very best individual to lead this institution into the future.

The purpose of my charge to this chancellor search advisory committee is to put us all on common ground as we embark on this important undertaking and explain the process through which we will work with the shared goal of continued success for Winston-Salem State. There are three areas I view as critical to our work together:

First, your role as members of the search advisory committee.

Second, traits I consider important in your next chancellor.

Third, the process through which we will work.

Role of Search Committee Members

Each of you has been selected for this committee because of your leadership and passion for Winston-Salem State. Each of you has expertise and perspectives that are vital to this search process. All of you share a common bond in your commitment to the success of this search and the future of this institution.

Under UNC Policy 200.8, [Policy on Chancellor Searches and Elections](#), our duty as members of the search advisory committee is to see ourselves and function not as representatives

of particular special interest groups, but as members of a team dedicated to a single objective: the identification and recommendation of the strongest possible candidates for the chancellorship of the institution. In fulfilling this duty, we are responsible for receiving input from stakeholders, providing input for the leadership statement that describes the desired qualities for the new chancellor, considering the qualifications of candidates and conducting interviews, and proposing a slate of at least three unranked highly qualified candidates for consideration by the Winston-Salem State University Board of Trustees. The Board of Trustees will then nominate at least three unranked candidates to me. Once I receive the recommended candidates, I will carefully consider each and nominate one individual for election by the Board of Governors.

Because your full participation in this process is critical to our success, I ask that you commit to attending all search committee meetings and candidate interviews. I also ask that you keep an open mind toward all candidates and assess them based on the set of skills, attributes, and experience that we identify in the leadership profile as being most critical to the long-term success of this institution.

We trust and expect members of this committee to maintain the strictest confidentiality. Breaking confidentiality can jeopardize the search process, harm the institution, and potentially damage a candidate's career. Out of respect for your fellow committee members and the value of our shared work, please keep our deliberations in the strictest confidence.

Finally, I ask that you respect the role of your committee chair. Chair Kelly will serve as the sole spokesperson for the search advisory committee. Please refer any inquiries to her to ensure that information communicated about the search process is consistent with state law, university policy, and my charge to this committee. For legal advice, Chair Kelly will consult with Winston-Salem State's general counsel, Ivey Brown, who will serve as counsel to this committee. Please direct any questions you have, whether legal or otherwise, to Chair Kelly.

Traits of a Strong Campus Leader

We need our next chancellor to demonstrate leadership capabilities and potential in the following areas:

- *Winston-Salem State's History and Mission.* Someone with a deep passion for Winston-Salem State University's 131-year history and mission as a public Historically Black College and University (HBCU), and its contributions to the region and our state, especially in the fields of education, health sciences and nursing, and business.
- *UNC System Governance and Strategic Goals.* Someone who understands and appreciates the governance structure of the UNC System and is wholly committed to furthering the shared goals of the UNC System's strategic plan, especially our focus on increasing student success.

- *Integrity, Transparency, and Communication.* Someone with unwavering integrity and commitment to transparency, and who communicates with and actively listens to diverse constituent groups to foster a shared vision and goals for the institution.
- *Strategic Vision.* Someone who demonstrates a clear vision for meeting the institution's challenges and seizing its many opportunities, including increasing student enrollment, retention, and on-time graduation, strengthening the institution's signature programs, and forging strong ties with employers and communities in the Piedmont Triad region.
- *Student Success.* Someone who is laser-focused on student success, continuing the institution's exceptional record of driving upward social and economic mobility; who is committed to academic excellence; and who fully recognizes the critical links between access, affordability, student support, and success.
- *Strategic Partnerships.* Someone who cultivates new and manages ongoing partnerships that advance the institution's mission and goals, secures financial support for the institution, embraces the institution's role in the economic and community development of the region, and successfully advocates on the institution's behalf with lawmakers and leaders at every level of government.
- *Institutional Support.* Someone who appreciates the essential contribution of faculty and staff to institutional success and the necessity of maintaining high-quality infrastructure to support their work and the institution's mission.
- *Fiscal Stewardship.* Someone with demonstrated ability to manage the institution's budget in a fiscally prudent manner and make the highest and best use of financial resources while being willing to make difficult decisions that are necessary to maintain the institution's fiscal health.
- *Operational Acumen.* Someone who applies sound management practices to sustain the operational health of the institution.
- *Free Expression and Academic Freedom.* Someone who is wholly committed to the principles of free expression and academic freedom.

The depth and richness of our candidate pool will determine this search's success. We must cast a wide net and consider candidates who are both internal and external, traditional and non-traditional. Let's all keep an open mind about who the next chancellor of Winston-Salem State might be.

Search Process

Our process will follow state law, university policy, and well-established procedures for conducting a professional, successful search. This includes complying with open meetings and confidentiality laws. Lynn Duffy and Ivey Brown will provide greater detail on these requirements during today's meeting.

You will receive a UNC System Chancellor Search Guide developed by our System Office team. I encourage you to refer to that resource for valuable and detailed information about each step of the search process.

Lynn Duffy, our System Office senior associate vice president for leadership and talent development, and her colleague, Anne Schwarz, director of executive search and leadership programs, have extensive backgrounds in executive search and leadership assessment. Because of their expertise, Chair Kelly and I have determined that we do not need to engage an external search firm for this process. You'll hear more from Lynn about the search process today.

Input from the Winston-Salem State community – both on and off campus – is critical. The campus will launch a search website where updated information will be posted throughout the process. Included on this website will be an online survey for public input. I encourage all who care about Winston-Salem State to give us your thoughts on campus priorities and the qualities and characteristics you'd like to see in the next chancellor. The campus will host a series of listening forums in the near future to receive more input. And, during the interview process, students, faculty, staff, and alumni will have the opportunity to engage with candidate finalists and offer feedback. I am especially grateful to Ms. Regina Cason, Class of 1990 and President of the Winston-Salem State University National Alumni Association, for her willingness to work with us to involve alumni during the search process.

Our goal is to successfully complete our search by the end of the spring 2024 semester. While it is more important to get the right person than adhere strictly to a timetable, I'm optimistic that we can work thoughtfully and efficiently toward the goal of my submitting a finalist to the Board of Governors for election by the end of this academic year.

Selecting the right leader to move Winston-Salem State forward is a top priority for me, your Board of Trustees, the UNC Board of Governors, the UNC System as a whole, and especially the Rams community. You are absolutely the right group to get the job done. This institution has such enormous potential and I'm excited to see what the future holds.