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North Carolina State University's Next Chancellor

North Carolina State University, a member of the Association of Public and Land-Grant Universities, invites applications for the position of chancellor.

The university's \$633 million in annual research expenditures ranks sixth nationally among public institutions without a medical school. In 2024 NC State was one of only five public universities named as a top producer of Fulbright scholars and students. This kind of academic excellence is reflected throughout the student body, which has an incoming GPA of 4.31. Our students go on to pursue rewarding careers with below-average debt, which helps explain why NC State is regularly ranked as one of the best values in higher education. Through the generosity of donors who believe in NC State and its mission to create economic, societal and intellectual prosperity for all, the university's endowment stands at \$2.03 billion, representing an increase of 106% since 2015. This outstanding institution is located in North Carolina's Research Triangle region, known across the country for its strong economy, high-tech industry cluster, good weather and beautiful surroundings.

Still, NC State's most important asset is something that can't be measured: the spirit of community that is felt throughout the campus and all its facilities across the state. NC State is the largest university in North Carolina, but every day our students, faculty and staff make it into a home where they all belong as part of the Wolfpack.

NC State University seeks a chancellor who will lead the institution on a continued trajectory of growth and improvement while staying focused on the core mission of improving communities — big and small, global and local — through teaching, research and outreach.

Mission, Vision and Values

University Mission

As a research-extensive land-grant university, North Carolina State University is dedicated to excellent teaching, the creation and application of knowledge, and engagement with public and private partners. By uniting our strength in science and technology with a commitment to excellence in a comprehensive range of disciplines, NC State promotes an integrated approach to problem solving that transforms lives and provides leadership for social, economic and technological development across North Carolina and around the world.

Approved by: NC State University Board of Trustees, 4/22/11 UNC System Board of Governors, 6/10/11

NC State Vision

As a preeminent public research university, NC State University will be increasingly recognized nationally and internationally for its innovation in education, research, scholarship and engagement that solves the world's most critical challenges. NC State will be known as a diverse, equitable and inclusive community that has a transformative impact on society and advances the greater good.

NC State Values

Consistent with our mission and vision, NC State affirms these core values that direct our actions and align our decision-making with the best interests of the Wolfpack community:

- Excellence in innovation, education and discovery, reflected in our unwavering commitment to pursue research and scholarship that solve problems and advance the greater good.
- Inclusion through a culture that promotes personal excellence and institutional equity by seeking, welcoming and supporting individuals and ideas from a broad diversity of backgrounds.
- > Integrity in all we do, reflected in our commitment to the highest standards of ethical behavior and our dedication to transparency and accountability in governance.
- > **Sustainability** in our commitment to wise stewardship of resources, prudent financial planning and environmentally responsible operations.
- Community in how we respect and care for all at our university, value the contributions of every member of our Wolfpack, promote health and well-being, and help one another succeed.
- > **Freedom** in thought, expression, inquiry and dialogue as a critical part of our mission to pursue and disseminate knowledge while promoting civil and respectful discourse.
- Collaboration across colleges, disciplines and perspectives, and in how we partner with a broad range of organizations to find solutions to challenges at home and around the world.



Institutional Overview



Top 1% of Universities Worldwide

Center for World University Rankings



#26 Among Public Universities

U.S. News & World Report



#3 Graduate Nuclear Engineering Program

U.S. News & World Report



#3 Graduate Biological/ Agricultural Engineering Program

U.S. News & World Report



#4 Online Bachelor's Program

U.S. News & World Report



#5 Veterinary Medicine Program

U.S. News & World Report



Location

NC State makes its home in Raleigh, the state capital, also known as the City of Oaks for the many gracious oak trees lining its streets. Located in central North Carolina, Raleigh is about a two-hour drive from Atlantic Ocean beaches and three hours from hiking and camping in the Appalachian Mountains. Raleigh-Durham International Airport offers daily nonstop flights to all major U.S. airports and to foreign destinations including Mexico City, Reykjavik and Paris.

Raleigh is one of the anchors of the Research Triangle region, so called for the proximity of its three major research universities: NC State, Duke (in Durham) and UNC-Chapel Hill. Also nearby is Research Triangle Park, the largest research park in the United States, home to more than 300 leading companies including IBM, Cisco Systems and Pfizer. The region's strong economy helps to make it one of the best places to live in the nation.

Raleigh's temperate weather doesn't hurt, either, with an average high of 71° F and an average low of 50° F. With over 100 miles of greenway trails and more than 200 parks, the city's natural beauty is always close at hand. The bustling cultural scene features a diverse assortment of concerts, theater productions, music festivals, athletic events and art galleries, and Raleigh's award-winning chefs and restaurateurs are serving up nearly every cuisine imaginable.

With a setting like this — nurturing and supporting individuals and organizations alike — it's no wonder that NC State has become a university of choice for high-performing students from around the world.





#2 Best-Performing Large City

Milken Institute



#3 Best Place for Business and Careers

Forbes



#6 Best Place To Live in the U.S.

U.S. News & World Report



#9 Large-Sized College City in America

WalletHub



Academics

NC State has 12 colleges, 68 departments and 300+ graduate and undergraduate programs offering degrees in every major academic field. The university has long been recognized for its leadership in the STEM disciplines, including such fields as <u>nuclear engineering</u>, <u>crop sciences</u> and <u>analytics</u>. Yet NC State has well-regarded programs across a variety of disciplines, including <u>education</u>, <u>architecture</u>, <u>social work</u>, <u>management</u>, <u>textiles</u> and <u>veterinary medicine</u>.

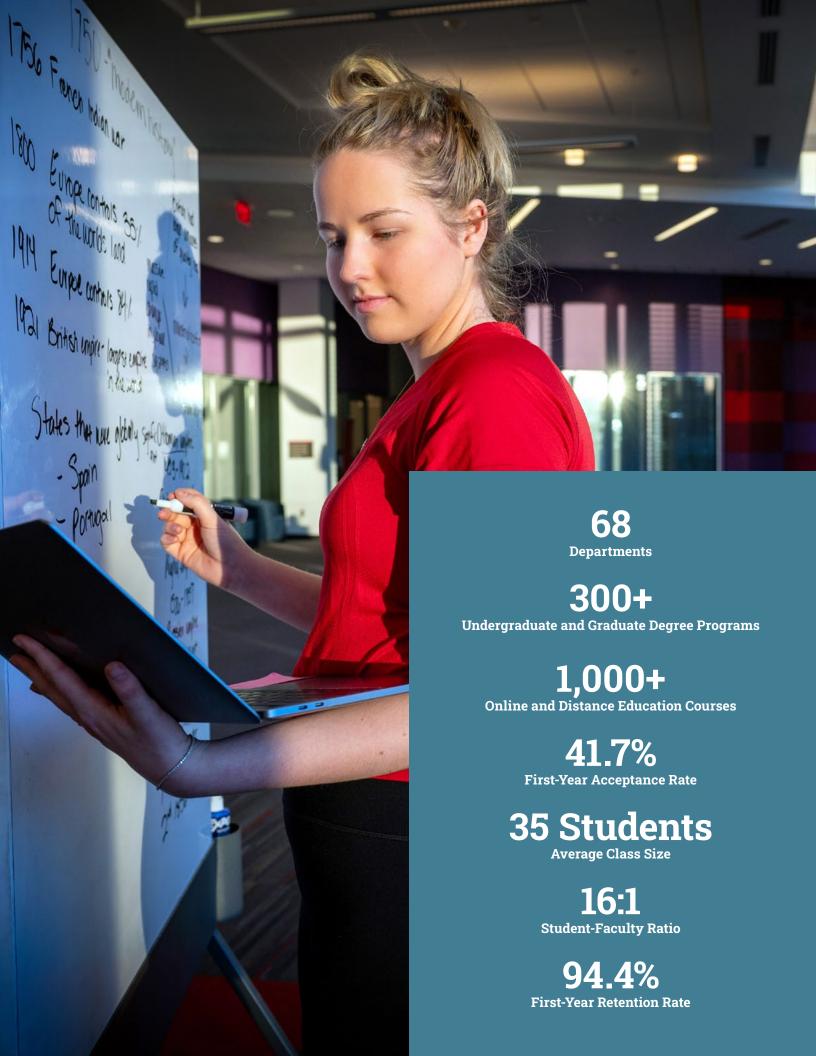
Undergraduates can participate in a broad array of academic enrichment activities, such as the <u>University Honors Program</u>, which motivates students to become creators of knowledge; <u>ROTC</u> programs for the U.S. Air Force, Army and Navy, for students who want to become leaders in the nation's military; approximately 200 <u>study-abroad</u> programs in dozens of countries, including the <u>NC State European Center in Prague</u>, for students seeking a global perspective; and <u>undergraduate research</u>, which gives students the opportunity to earn real-world research experience.

For all of NC State's achievements today, the university's future looks even brighter. In 2022, North Carolina's legislature approved a technology workforce development initiative called Engineering North Carolina's Future, which will appropriate \$50 million over the next five years for NC State to enroll an additional 4,000 students in engineering and computer science.

NC State's Colleges

- > College of Agriculture and Life Sciences
- > College of Design
- > College of Education
- > College of Engineering
- > College of Humanities and Social Sciences
- > College of Natural Resources

- > Poole College of Management
- > College of Sciences
- > Wilson College of Textiles
- College of Veterinary Medicine
- > The Graduate School
- > University College



Research

NC State is known nationally and globally as a research powerhouse. The <u>Carnegie Classification</u> of <u>Institutions of Higher Education</u> has designated NC State as an R1 institution with "very high research activity" — the highest category of research activity recognized by the organization. In FY23 the university received \$517 million in new sponsored research awards — a new record for the institution — and spent a total of \$633 million in research expenditures, also a new record.

In keeping with the university's motto — Think and Do — NC State is a leader in research that makes an impact. The university is ranked No. 2 in the nation for research commercialization among public universities and No. 2 for active licenses and options among public universities without a medical school. NC State researchers have had more than 1,500 patents issued, signed more than 800 commercialization agreements and brought more than 600 products to market. Entrepreneurs have launched more than 200 startups and spinoffs based on NC State research, and those companies have raised more than \$1.7 billion in financing.

Much of that research happens on NC State's award-winning <u>Centennial Campus</u>, a national model for public-private research parks, where more than 70 NC State academic units work alongside more than 70 corporate, government and nonprofit partners, including industry leaders like IBM, LexisNexis and Eastman Chemical.

NC State is the lead university for two National Science Foundation Engineering Research Centers: the <u>FREEDM Systems Center</u>, researching smart-grid technology; and the <u>ASSIST Center</u>, developing wearable, self-powered health monitors. NC State was also the first North American location for an <u>IBM Quantum Innovation Center</u>, a collaborative effort to advance quantum computing.

NC State's biggest new research initiative, the <u>Integrative Sciences Initiative</u>, pulls together an interdisciplinary team of researchers to foster the accelerated synthesis, analysis and translation of novel molecules. The initiative will be based in Woodson Hall, a \$180 million state-of-the-art facility currently under construction in the heart of main campus.

* #2 in Active Licenses and Options Among Public Universities Without a Medical School

Association of University Technology Managers

- > #2 in Research Commercialization Among Public Universities
 - Heartland Forward
- > #6 in Research Expenditures Among Public Universities Without a Medical School

National Science Foundation

> #6 in Invention Disclosures Among Public Universities Without a Medical School

Association of University Technology Managers

- > \$633 Million in Total Research Expenditures
- > 1,500+ Patents Issued
- > 600+ Products Brought to Market
- > 800+ Commercial Agreements
- > 200+ Startups and Spinoffs Based on NC State Research
- \$1.7 Billion in Financing Raised by NC State Startups



Outreach and Partnerships

As a land-grant institution, NC State was founded to bring the benefits of higher education to all through teaching, research and outreach. The university's cooperative extension service, NC State Extension, has specialists located in field offices in all 100 of North Carolina's counties and with the Eastern Band of Cherokee Indians. NC State's industrial engineering extension service, Industry Expansion Solutions, serves hundreds of clients in dozens of industries across the state by providing consultations, education and assessment based on the principles of process improvement. And the Belk Center for Community College Leadership and Research serves North Carolina's community colleges by providing their leaders with actionable research findings, professional education and coaching, and opportunities to collaborate with their peers.

NC State's partnerships extend throughout its research enterprise, encompassing master research agreements with such industry leaders as Eastman Chemical, Under Armour and ABB. NC State is the lead institution in a variety of government-funded research partnerships, including:

- > EngageAl Institute (Al-driven narrative-centered learning)
- > FREEDM Systems Center (smart energy grid)
- > ASSIST Center (wearable, self-powered sensors)
- > STEPS (sustainable production and use of phosphorus)
- > AERPAW (convergence of 5G technology and autonomous drones)

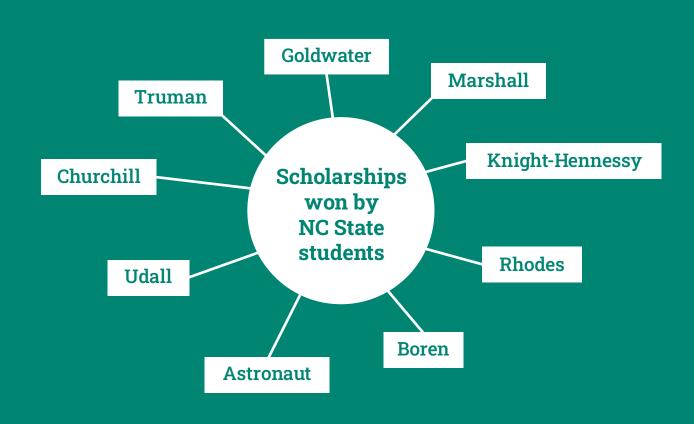
NC State is also a partner in seven of the 17 public-private institutes that make up <u>Manufacturing USA</u>, a federal initiative to revitalize the U.S. manufacturing industry.



Students

Students who come to NC State get more than an education. They gain a sense of themselves as lifelong learners who have acquired the academic, professional and personal skills to thrive in rewarding, fulfilling careers.

Students can choose from a tremendous variety of high-impact activities at NC State, including approximately 700 student organizations, Study Abroad, Student Government, 30 fraternities and 22 sororities, and Student Leadership and Engagement, which coordinates Alternative Service Break trips over the fall, winter and spring breaks.



Over the past five years, the university's students — assisted by the <u>University Fellowships Office</u> — have won some of the most prestigious scholarships available, including Truman, Goldwater, Marshall, Churchill, Rhodes, Boren, Astronaut, Udall, Knight-Hennessy and student Fulbright scholarships. When students begin pursuing career options, the <u>Career Development Center</u> stands at the ready with career counseling, résumé help, and assistance in finding <u>internships</u> and <u>co-op opportunities</u>.



4.31 Average High School GPA



11 Top-30 Graduate Programs

U.S. News & World Report

By the Numbers

Total Enrollment | 39,603

Undergraduate | 29,200

Master's | 5,407

Doctoral | 3,647

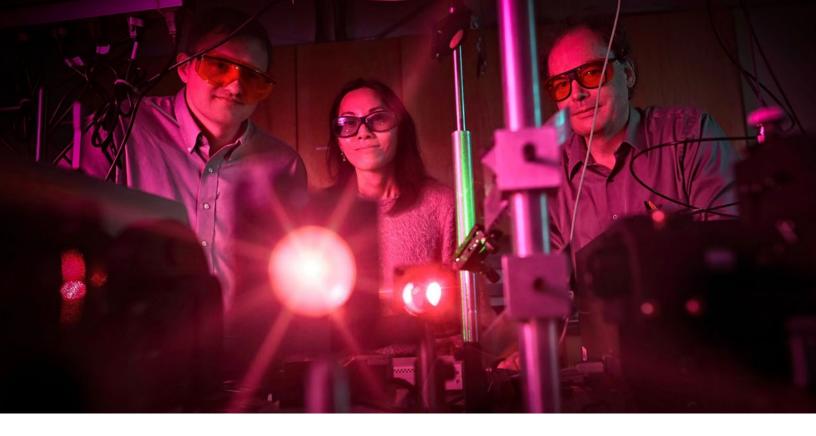
DVM | 447

Other | 902









Faculty and Staff

NC State's employees stand at the heart of the university's work, driving everything the institution does on behalf of its students, partners and communities. They are leaders and award winners in their fields, setting a standard of excellence for the entire university community to follow.

NC State has 2,537 faculty members. Twenty-five faculty are members of the National Academies. Among the faculty are fellows and members of the National Academy of Inventors, the National Inventors Hall of Fame and the American Association for the Advancement of Science.

NC State's 7,501 permanent staff members support and advance every aspect of the university's mission through their dedication and commitment to tackling the challenges of our time. Their efforts to make a positive difference foster a sense of pride in the Wolfpack.

In 2022 a Forbes survey of the state's workforce found that NC State was the <u>best large employer</u> in North Carolina.

In 2024, NC State faculty members garnered the following honors:

- Eight faculty members were named 2024-25 Fulbright Scholars.
- Seven faculty members were recognized with the National Science Foundation's <u>Early Career</u> <u>Development Program Award</u>.
- Six faculty members were elected as fellows of the <u>American Association</u> for the Advancement of Science.
- Two faculty members were elected as fellows of the <u>National</u> Humanities Center.



Alumni

The NC State Alumni Association engages Wolfpack alumni and friends through programs and services that foster pride and enhance lifelong connections to NC State. Wolfpack alumni stay in touch via dozens of affinity groups and regional networks around the United States. The Alumni Association also administers the Caldwell Fellows program, which selects exceptional NC State freshmen for a prestigious leadership-development experience during the rest of their time at the university. Students accepted into the program receive a scholarship and a stipend to defray the costs of experiential education for each of the next three years, and they participate in a wide variety of personal and professional development activities.

A few of our transformational alumni:

- Jim Goodnight
 Co-founder and CEO, SAS Institute
- > Jeff Williams COO, Apple Inc.
- Gen. H. Hugh Shelton
 Former Chairman, Joint Chiefs of Staff
- Meg Sutherland-Smith
 Director of Veterinary Services, San Diego Zoo
- > Christina Koch NASA Astronaut
- > Bill Cowher Former Head Coach, Pittsburgh Steelers







Governance

NC State is one of the 17 constituent institutions of the <u>University of North Carolina System</u>. The UNC System <u>Board of Governors</u> is the policymaking body legally charged with "the general determination, control, supervision, management and governance of all affairs, of the constituent institutions." The Board of Governors has 24 voting members, elected by the North Carolina General Assembly to staggered four-year terms. Additionally, the president of the UNC Association of Student Governments serves as a nonvoting, ex officio member of the board.

The Board of Governors elects the president of the UNC System. The <u>president</u> is the UNC System's chief administrative and executive officer, with complete authority to manage the affairs and execute the policies of the system, subject to the direction of the Board of Governors. NC State's chancellor reports to the president of the UNC System.

In keeping with the requirements of the UNC System, NC State has a <u>Board of Trustees</u> composed of 15 members. Eight are elected by the UNC Board of Governors, and six are appointed by the General Assembly (three upon the recommendation of the president pro tempore of the Senate, and three upon the recommendation of the speaker of the House of Representatives). The NC State student body president serves as an ex officio member of the Board of Trustees. The Board of Trustees serves as an advisor to the Board of Governors on matters pertaining to NC State, and it advises the chancellor concerning the management and development of NC State.

At the university level, NC State approaches governance with an emphasis on transparency and open communications with students, faculty and staff. By embracing shared governance, NC State supports campus collaboration and helps move the university forward. This shared approach involves the provost, college deans, department heads, the Faculty Senate, the Staff Senate and departmental faculty members working together to develop and implement policies and procedures that have a positive, lasting impact. These efforts make NC State an inclusive community and a university of choice for outstanding faculty, staff and students.

The Faculty Senate is a body of representatives from each college and other constituencies of the university. Each faculty senator serves as a liaison between the governing body of the faculty and the faculty of the senator's constituency. The Faculty Senate provides advice to the chancellor and, through the chancellor, to the Board of Trustees. In addition, the chancellor or an authorized designee may delegate authority to the Faculty Senate on specified matters. The Staff Senate functions as an advisory body to the chancellor, and staff members serve on a variety of universitywide committees.



Athletics

NC State's long history of athletic achievement began simply enough: The university's first football team played just one game in the 1892 season, on a field marked off with a plow. Since then NC State Athletics has competed at the highest level of collegiate sports, with teams and individual athletes across the university's 22 NCAA Division I varsity teams winning multiple national championships throughout the Wolfpack's storied history. Our football team is a perennial top-25 contender with frequent appearances in bowl games, and our men's and women's basketball teams often compete in their respective NCAA tournaments. As a founding member of the prestigious Atlantic Coast Conference, NC State has won numerous ACC championship titles. In addition, a number of the university's student-athletes and coaches have competed in the Olympic Games — and some of them have brought medals back home to Raleigh.

At the end of the 2023-24 academic and athletic year, three NC State teams finished in the top five of their sports: women's cross-country, women's basketball, and men's swimming and diving. Eight more teams finished in the top 25, and five teams won their respective conference championships. Women's cross-country took home the national championship for the third year in a row, and women's swimmer Katharine Berkoff won an individual national championship in the 100-yard backstroke for the third time in her career. Both the men's and women's basketball teams advanced to the Final Four of their respective postseason tournaments. The NC State baseball team advanced to the College World Series for the fourth time in program history.

NC State finished 21st in the 2023-24 Learfield Directors' Cup standings. The Wolfpack has now finished in the top 25 for four consecutive years.



















NC State consistently ranks in the top 25 in the Learfield Director's Cup.

19th

17th

26th

23 rd

15th

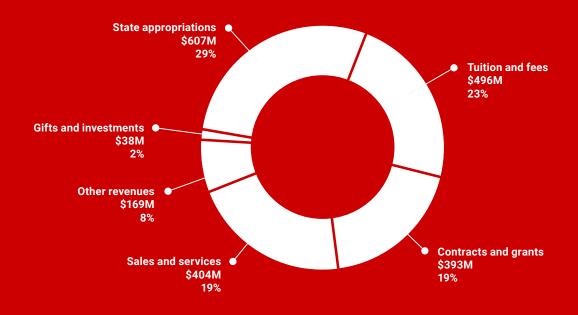


Finances

In the 2023-24 academic year, NC State had an operating budget of \$2.107 billion. The North Carolina General Assembly appropriated 29% of the university's budget, continuing a long tradition of strong legislative support for the state's flagship STEM institution. NC State also has a \$2.22 billion endowment, and the university has earned an Aa1 rating from Moody's Ratings, indicating its excellent financial status.

In recent years the legislature has approved significant allocations to pay for much-needed capital improvements to NC State's main campus, including \$75 million for half the cost of Fitts-Woolard Hall, a new home for the rapidly expanding College of Engineering, and \$90 million for half the cost of Woodson Hall (still under construction), home to the newly launched Integrative. Sciences Initiative.

Operating Budget by Source



NC State is consistently recognized as one of the best values in higher education. *Money* magazine ranked NC State the No. 2 best public college in North Carolina for value, and *U.S. News* & *World Report* ranked the university as the No. 6 best value among U.S. public universities. About 60% of the university's undergraduates receive grant or scholarship aid, and NC State students graduate with below-average levels of debt.

Fundraising

In recognition of NC State's value to the state of North Carolina and society at large, the university's generous donors have provided significant financial support. On Dec. 31, 2021, NC State closed out its Think and Do the Extraordinary Campaign with total donor contributions of \$2.1 billion, far exceeding the campaign's original \$1.6 billion goal. NC State finished FY24 with total gifts and commitments of \$241 million. On the sixth annual NC State Day of Giving in 2024, donors from 99 of North Carolina's 100 counties, all 50 states and 20 countries around the world gave 21,920 gifts — setting a record for number of gifts given for the second year in a row — for a total of \$46,622,214.

\$

\$2.1 Billion
Think and Do the
Extraordinary
Campaign Total



\$241 Million
FY24 Total
Gifts and
Commitments



21,920 Gifts
Given on
Day of Giving
2024



\$46,622,214
Given on
Day of Giving
2024

Wolfpack 2030: Powering the Extraordinary

NC State's 2021-30 strategic plan, Wolfpack 2030: Powering the Extraordinary, builds upon past successes and addresses areas of needed growth to more effectively fulfill the university's important mission. NC State recognizes the need to respond with agility to technological advancements and changes in the higher-education landscape. There is also a need to focus more strongly on ensuring that campus and all university locations are safe and inclusive places for all. The global workforce has changed in significant ways, highlighting the importance of embracing diverse perspectives and the need for a bold generation of graduates who are excited to tackle new challenges, prepared to create new technologies and poised to launch new industries. The innovative partnerships, cutting-edge technologies and critical research NC State creates today and extends in the future will enable the university to solve the urgent problems of our world.

The NC State Board of Trustees endorsed the university's strategic plan on April 16, 2021. The plan sets out the following goals:

- > Goal 1: Empower students for a lifetime of success and impact.
- > Goal 2: Ensure preeminence in research, scholarship, innovation and collaboration.
- Goal 3: Expand and advance our engagement with and service to North Carolina and beyond, defining the standard for a 21st-century land-grant university.
- Goal 4: Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do.
- Goal 5: Improve university effectiveness through transformative technologies, cuttingedge processes and actionable data.
- Goal 6: Lead in developing innovative partnerships, entrepreneurial thinking and applied problem-solving.
- > Goal 7: Elevate the national and global reputation and visibility of NC State.

NC State is tracking plan implementation, progress and performance metrics with periodic <u>report</u> <u>cards</u> posted on the strategic planning website.



Traits of a Strong Campus Leader

Our goal is to find the right leader for NC State's next chapter — someone who can seize the opportunities at hand in one of the fastest-growing, fastest-changing states in the country. NC State has incredibly strong fundamentals, a connection with every aspect of North Carolina's dynamic economy and a deep well of good will from alumni, the public and policymakers.

Leadership of a large, research-intensive land-grant university takes a special kind of talent and vision. Given the dynamism of North Carolina and the far-reaching investments made over the last few decades, we believe NC State is well positioned to continue to grow its national profile and cement its place among the nation's preeminent institutions in many emerging fields.

As we look for someone who can capitalize on the university's promise, we will consider candidates who can offer:

- > An eagerness to put knowledge to work. NC State's great strength, and the heart of its Think and Do ethos, is applying cutting-edge research and scholarship to real-world problems. This institution has grown great because it is in constant conversation with the people of this state, the needs and challenges of communities in all 100 counties, and the opportunities and concerns of businesses and policymakers in every possible field. The right chancellor for NC State will relish those connections and understand that research and scholarship go hand in hand with service.
- Ambition for the university and for the state. North Carolina is a dynamic place, and the Triangle region is home to some of the most interesting and innovative work happening anywhere in the country. NC State has a leadership role in building up that ecosystem of talent and discovery, and it needs a leader with a compelling vision for the campus and the region. We want someone who's in it to win to help North Carolina become the destination for talent and ambition.

- An appreciation for the UNC System's governance and strategic goals. We need someone who understands the value of a well-coordinated state university system and who sees NC State's role within that broader context.
- A deep comfort with the vibrant and diverse state we serve. North Carolina is a big place, diverse in its demographics, its politics, its geography and anything else you want to measure. An effective leader needs to welcome and serve all.
- An ethos of public service. NC State is a crucial toolbox for policymakers and community leaders across the state — the place where people turn when they need help with an agricultural challenge, when there's an urgent engineering need, when data security needs tightening. NC State's leader must be ready to answer the call.
- A focus on academic prowess and student success. Academic excellence is NC State's foundational strength, and its next leader needs a vision for recruiting talented students and supporting them on the path to graduation. That means appealing to students from throughout our state and around the world, and building a campus culture where a student from small-town North Carolina gets to learn and work alongside classmates from across the globe.
- > Sound financial stewardship. NC State's leader must display careful stewardship, demonstrated by an ability to manage public and private resources in a way that's prudent, transparent and disciplined.
- An easy rapport with business partners, donors and policymakers. NC State has especially productive partnerships with the private sector, and its chancellor must feel right at home working alongside entrepreneurs, CEOs and startup founders who support and enrich the campus ecosystem.
- An appreciation for academic freedom, freedom of expression and the role of the faculty in driving NC State's success. Talented scholars and teachers are the core of any great university, and NC State's leader must be able to earn trust, offer support and make this a fantastic place for the best and brightest to do their work.
- > A commitment to operational excellence. NC State's leader must apply sound management practices to advance the institution's overall health and capability so it can more easily achieve its goals.
- > Personal integrity. Earning and keeping trust is vital in leading such an open and collaborative institution, and it demands the highest level of personal integrity.



Campus Community Feedback

Based on input from the NC State community, the following abilities and experience are desired in chancellor candidates:

- > The highest level of integrity and authenticity
- Appreciation for NC State's mission, history and commitment to students
- > Recognizes, values and supports faculty and staff
- > Strategic leadership and vision
- > Strong support for research, creativity and innovation

- Ability to communicate effectively with all internal and external constituency groups
- Operational and financial leadership, to include infrastructure and capital projects
- > Commitment to community and inclusive excellence



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 North Carolina State University. The committee prefers electronic submissions. Confidential review of application materials will begin immediately and 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 770-804-1996, ext. 117 Laurie C. Wilder, President Iwilder@parkersearch.com Porsha Williams, Vice President pwilliams@parkersearch.com



NC State provides equal opportunity and affirmative action efforts, and prohibits discrimination and harassment based upon the following, which is considered by NC State to be a "protected status": a. race; b. color; c. religion (including belief and nonbelief); d. sex, including but not limited to (i) pregnancy, childbirth or related medical condition, (ii) parenting and (iii) sexual harassment; e. sexual orientation; f. actual or perceived gender identity; g. age; h. national origin; i. disability; j. veteran status; or k. genetic information. NC State also prohibits retaliation based upon a person's engagement in a protected activity.