



AN INVITATION TO APPLY FOR THE POSITION OF DEAN  
SCHOOL OF GOVERNMENT  
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL  
CHAPEL HILL, NORTH CAROLINA

*“...bridge the gap between the government of yesterday and the government of tomorrow.”*

—Albert Coates, 1981  
Founder, Institute of Government

## THE SEARCH

The University of North Carolina at Chapel Hill (UNC-CH) is the oldest public university in the United States and the flagship institution of the 16-campus University of North Carolina. UNC-CH is seeking a broad-minded and discerning new Dean to lead its School of Government (SOG) — the nation’s largest university-based state and local government training, advisory, and research organization.

The SOG is unique among peer institutions as the main provider of specialized education, advising, and research services for North Carolina public officials. It also is home to UNC-CH’s Master of Public Administration degree program, which ranks second in the field of local government management, its primary focus.

For more than 90 years, the SOG has built a high degree of trust with North Carolina public officials by adhering to its three historic, immutable values: to be *Nonpartisan*; *Policy-neutral*; and *Responsive*. With the ongoing polarization of political discourse in America, maintaining these values will be critical to the SOG’s continued progress and effectiveness. The new Dean will need to forge and maintain strong relationships with public leaders across the full range of North Carolina state and local governments, including court officials. It will be important for the new Dean to have exemplified the SOG’s values in their own past work and experience.

Reporting to UNC-CH’s Executive Vice Chancellor and Provost, the Dean is the SOG’s Chief Academic Officer and provides academic, mission, and administrative leadership for the School. To thrive, the next Dean should bring an accomplished academic record, experience as a seasoned administrator, and, above all, an appreciation and understanding of the SOG’s mission and values both in principle and practice. The new Dean will need to demonstrate an understanding of the diverse landscape of the North Carolina government or a plan for how they will thoroughly and

enthusiastically acquire this knowledge. The Dean should have experience engaging stakeholders with various viewpoints to form strong, lasting, and supportive partnerships; recruiting and retaining a diverse and talented faculty, staff, and student body; fundraising and increasing revenues; and supporting research and scholarship with a deep grasp of the scholarship of engagement.

The next Dean will build on a solid foundation in growing the SOG's capacity to serve North Carolina. The Dean will serve as the SOG's leading ambassador in service to the mission, goals, and culture of the SOG, UNC-CH, and the University of North Carolina System ([See Appendix A](#)).

Isaacson, Miller is assisting with this search. Inquiries, nominations, and applications will be treated confidentially and should be directed to the firm as indicated at the end of this announcement.

## THE SCHOOL OF GOVERNMENT

### History

Albert Coates, a native North Carolinian, joined the UNC School of Law faculty in 1923. From this vantage point, he began to recognize "a gap between the law and government as it was taught in [the] Law School classroom and as it was practiced in the city halls, county courthouses, and the state capitol." In the late 1920s, Coates began to organize "schools" for groups of local officials, primarily police officers and sheriffs, to help fill the educational gap he perceived. His experience with these schools revealed a second gap: "[E]very two or four years," new public officials "were coming into the administration of public affairs in the cities, the counties, and the State of North Carolina, knowing all too little about their powers and duties at the start; learning as they went along."

Known popularly as the "good government man," Coates founded the [Institute of Government](#) in 1931 to address these needs. Coates's chief collaborator in creating the Institute of Government was his wife, Gladys Hall Coates. Together the Coates sacrificed personal funds and devoted a lifetime to move their vision of the Institute from a dream to a thriving reality. With the help of generous donors and annual voluntary dues paid by North Carolina municipalities and counties, the Institute operated as a private enterprise until it became part of the University of North Carolina in 1942. The Institute of Government became the School of Government in 2001. For more than 90 years, the SOG has carried out Albert and Gladys Coates' vision by providing educational, advisory, and research services for North Carolina state and local governments.

Given that Coates was a lawyer and a law professor, it is not surprising that the Institute focused heavily on the law. Even today, a slight majority of SOG faculty hold law degrees, and much of the SOG's work is law-related. Over time, however, the scope of work has grown to include leadership, management, finance, performance measurement, ethics, economic development, and much more. The SOG's faculty has also become more diverse in academic background and in areas of

professional expertise including the expansion to include the Masters of Public Administration program in 1997.

## Leadership

Four directors or deans have led the Institute of Government and subsequently the School of Government since its founding. Each has been instrumental in guiding it to become the largest university-based state and local government training, advisory, and research organization in the United States. The School's current Dean, [Michael Smith](#), was named dean when the Institute was transformed into the SOG in 2001. He joined the faculty of the Institute of Government in 1978 and served as director from 1992 to 2001. As a faculty member, Dean Smith wrote, taught, and consulted extensively in two fields: civil liability of public officials and legal aspects of corrections. As Dean, he has expanded the SOG's capacity to assist public officials in the areas of management and leadership, finance, and administration, without reducing its traditional strength in public law. He has improved faculty diversity and broadened the School's financial base through fundraising.

## Mission

The mission of the SOG is to improve the lives of North Carolinians by engaging in practical scholarship that helps public officials and citizens understand and improve state and local government. The SOG carries out its mission in three ways:

1. **Teaching:** Each year, SOG faculty and staff teach approximately 12,000 North Carolina public officials in more than 200 [courses, webinars, and specialized conferences](#). Students, referred to often as "clients," include elected officials such as city council members, judges, and members of the State legislature; appointed officials such as city and county managers, magistrates, and board of elections members; and government employees including department heads, law enforcement, tax appraisers, and city and county clerks.

In addition to current public officials, some faculty also teach future public service leaders in the School's [Master of Public Administration program that is offered through two modalities: on campus and online](#). The full-time, two-year on-campus program serves up to 50 students annually. In 2013 an [online format](#) of the MPA program was added designed for working professionals and others seeking flexibility while advancing their careers in public service. The MPA program consistently [ranks](#) among the best public administration graduate programs in the country, particularly in the local government specialty. With courses ranging from financial and human capital management to leadership and research methods, the program prepares public service leaders and creates usable knowledge that improves governance. The MPA program is an important component of the SOG, even though it represents a relatively small part of the SOG's overall budget and work.

2. **Research and writing:** Consistent with the School's mission, faculty members conduct engaged research and create publications that focus on issues faced by North Carolina public officials. Faculty members' research adds to the body of knowledge in their individual fields and has a local, state, and sometimes national audience, depending on the area of focus. Faculty members in public law fields are experts in North Carolina and federal law and its implications for public officials, governments, and government agencies in this state. Their work integrates federal and North Carolina law and emphasizes its impact on North Carolina officials through publications that reach these officials. Faculty members in public administration and allied fields focus on research that is relevant and valuable to North Carolina public officials and often equally applicable to national academic and practitioner audiences.

Faculty members produce a variety of written products that share original research findings, offer practical insights on pressing issues in government, and inform public officials in ways that benefit their day-to-day work. Faculty members produce books, articles, and monographs as well as blogs and other forms of electronic scholarship. For all faculty, the SOG places great value on publications focused on North Carolina practitioner audiences. Such publications directly advance the SOG's mission because of their targeted audience. Thus, School faculty members produce many specialized publications, including comprehensive guidebooks and web-based resources for government officials in multiple roles within the judicial system and throughout state and local government. The School publishes multiple bulletin series, including the Administration of Justice Bulletin, which reaches public officials in the court system, and the Local Government Law Bulletin, which reaches local government officials. The SOG hosts several blogs, which provide a convenient and timely venue for the dissemination of short substantive pieces that public officials find invaluable.

Additionally, some faculty produce research published in a range of peer-reviewed journals and in books by leading publishers including critical textbooks for the field of public administration. Consistent with the commitment to engaged scholarship, faculty scholarship and publications demonstrate thought leadership in North Carolina legal and managerial topics as well as for broader public management and public administration topics.

3. **Advising:** SOG faculty and staff serve the State through client advising requests. In their simplest form, these are the thousands of phone calls or emailed questions faculty answer each year from officials in all 100 counties. The SOG averages 40 advising requests per workday. Last year alone, faculty responded to more than 10,475 requests.

Advising work also encompasses larger, longer-term advising projects for jurisdictions, regions, or the State, such as facilitating strategic planning processes. For example, in response to the passage of the American Rescue Plan (ARP) Act, School faculty and staff partnered with various external organizations to provide ongoing information and technical support for public officials tasked with requesting and spending pandemic-related ARP funds. This work includes live education, weekly office hour calls, engaged research and writing, and direct client advising. More than 3,000 public officials representing all 100 North Carolina counties have received ongoing advice related to ARP

The SOG has a unique relationship with the North Carolina General Assembly. According to G.S. 120-129, SOG employees are comparable to legislative staff and may be called on by legislators or staff for help with research, bill drafting, or presenting to committees. SOG employees are statutorily required to keep this information confidential. Each day that the General Assembly is in session, the SOG produces the [Daily Bulletin Online](#), which reports on the day's activities for members of the legislature and others who need to follow the course of legislation.

## Organizational Structure

The majority of the SOG's faculty and staff are organized into four planning divisions based on their areas of expertise and focus. The planning for each division is facilitated by a chair, and each chair has a seat on the SOG Strategic Management Committee. This committee is responsible for advising the dean on decision-making around major policy issues and the allocation of SOG resources. Three of the four divisions are also associated with faculty and staff entrepreneurial initiatives that provide targeted, responsive support on key areas of need. The planning divisions are as follows:

**1. Courts Division.** Education and training for North Carolina court officials—including trial and appellate judges, magistrates, and clerks—and court-system advocates, including prosecutors and defense attorneys, is led by the Courts Division. Programs include training for newly elected and appointed officials and continuing education seminars. The SOG trains more than 2,500 court officials each year. Much of this training is done in partnership with the [North Carolina Administrative Office of the Courts](#) (AOC) pursuant to a contract that outlines how the SOG and AOC work together to train court officials and to create and disseminate publications that help these officials and advocates carry out their important work. The Courts Division includes 14 faculty members.

The [North Carolina Judicial College](#) was founded in 2005 to expand the education and training the SOG offers to court officials. A recurring legislative appropriation supports additional faculty and staff salaries and has enabled the Courts Division to broaden its expertise, to provide more courses for a growing court system, and to offer training in small groups and interactive educational settings. Judicial College courses cover topics including criminal procedure, evidence, family law, child development, domestic violence, and leadership. There are two entrepreneurial initiatives associated with the Courts Division: the [Criminal Justice Innovation Lab](#) and [Public Defense Education](#).

**2. Law and Finance Division.** Serving North Carolina's state and local government officials, the Law and Finance Division provides research, advising, and training for audiences including elected officials, government attorneys, local government managers and department heads, and state agency officials. Substantively the Law and Finance Division covers a wide range of government topics including general governance; core local government authority and services; tax, finance, and procurement; infrastructure and environment; and planning, community development, and development regulations. The Law and Finance Division authors popular blogs including Coates'

Canons, Community and Economic Development, and Death and Taxes. This Division is also home to NC Finance Connect, an online community portal allowing local and state government finance professionals to network with faculty and exchange information. The division is home to four entrepreneurial initiatives: the [Development Finance Initiative](#), the [Environmental Finance Center, Lead for North Carolina](#), and the [Legislative Reporting Service](#). The Law and Finance Division includes 28 faculty members.

**3. Management, Administration, and Leadership Division.** The Management, Administration and Leadership (MAL) Division provides training, research, and advising for local and state elected officials and public professionals on a wide variety of topics, including public leadership and governance, strategic planning, economic development, public technology, collaboration, community engagement, performance management, dispute resolution, employee supervision and more. There are four entrepreneurial initiatives associated with the MAL Division: the [Center for Public Leadership and Governance](#), the [Center for Public Technology](#), the [ncIMPACT Initiative](#), and the [North Carolina Benchmarking Project](#). The Division is also home to the [Local Government Workplaces Initiative](#). The MAL Division includes 18 faculty members.

**4. Master of Public Administration Program.** The [UNC MPA](#) program is a nationally ranked degree program for full-time and part-time students. With courses ranging from organizational theory and leadership to financial management and research methods, the program educates public service leaders for careers in the public and nonprofit sector. Every faculty member who teaches in the MPA program also teaches, advises, and writes for public officials. Six of the 21 faculty members who teach in the program were hired with required MPA teaching loads and overall increased responsibility for the MPA program. The required teaching load is, however, significantly lower than our academic peers because of the commitment to work with public officials. Every faculty member who teaches in the MPA program is also a member of either the Law and Finance Division or the MAL Division.

The program is ranked 20th in the country among public affairs programs by *U.S. News & World Report* and second in the field of local government management. The program has a close-knit [alumni network](#) totaling approximately 1,500 individuals, most of whom work in local or state government, followed closely by the nonprofit sector.

## Faculty and Staff

The SOG has approximately 50 permanent faculty members and about twice that number of professional staff. Members of the SOG faculty and staff proudly refer to themselves as “One School,” a term reflecting the common understanding of how all, individually and collectively, contribute to the SOG’s collaborative mission in support of clients (public officials) and students. Staff are involved in direct delivery of substantive work (teaching, research and advising) as well as in operational support roles that fall into the following categories: Advancement; Communications; Evaluation and Impact; Marketing/Fulfillment; Facilities; Finance; Human

Resources; Programs; Registration; Design; IT; Library; or Publications. The SOG's employee base is made up of full- and part-time North Carolina state employees, as well as full- and part-time employees of School of Government Services, one of the SOG's three associated entities. Personnel costs make up approximately 73 percent of all SOG expenses. The SOG also employs around 100 students in a variety of positions to meet research and operational demands.

## Support

The SOG supports its work through a diverse combination of funding streams. Historically, the SOG was almost entirely reliant on state appropriations; however, it has become more entrepreneurial as its ambitions to serve the State have exceeded the capacity of appropriations. Since 2012, the School's non-appropriated operating funding has more than doubled to \$20 million per year. Appropriations, while essential in terms of core support, now make up only one-third of the SOG's total annual revenue of \$31 million (FY 2021). Operating support for the SOG's programs also come from tuition and fees, local government membership dues, [private contributions](#), publication sales, course fees, sponsored research, and service contracts.

The SOG has established three associated entities to support its mission and impact: [School of Government Foundation, Inc.](#), [School of Government Services, Inc.](#), and DFI, LLC. The School of Government Foundation was established in 1996 to help strengthen financial support for faculty teaching and research, statewide education programs, student scholarships, staff development, and general operating needs. A Board of Directors representing the SOG's diverse state and local government clients, the Master of Public Administration program, and major supporters oversees the operation of the Foundation. Foundation endowments are managed through the UNC Management Company and Investment Fund. The SOG depends on private gifts and revenue from courses and publications for approximately half of its annual operating income.

### [Commitment to Diversity](#)

The SOG, in pursuit of its mission to improve the lives of North Carolinians, and as a unit of a public university, is committed to maintaining an educational and work environment in which all individuals are respected and valued. The SOG is committed to providing an inclusive and welcoming environment for its employees, students, and the public officials and citizens for whom the SOG provides education and services. The SOG values and respects diversity in its many forms, including race, ethnicity, national origin, economic background, regional identification, disability, religious affiliation or spiritual affinity, political affiliation, gender, gender identity and expression, sexual orientation, age, and veteran status. The SOG believes that excellence, diversity, and inclusiveness go hand in hand. In making hiring, student selection, educational, and operational decisions, the School embraces diversity as one of its priorities. The SOG's MPA Program has integrated its diversity philosophy into its competency-based curriculum. Learn more about the MPA program's diversity philosophy [here](#).

## THE OPPORTUNITIES AND CHALLENGES FOR THE NEXT DEAN

Reporting to UNC-CH's Executive Vice Chancellor and Provost, the Dean is the SOG's Chief Academic Officer and provides academic, mission, and administrative leadership. The Dean will lead all administrative and operations efforts of the SOG, including development of the SOG's budget, academic policy, curriculum, personnel policy, and facilities management. The next Dean will need to prioritize the following opportunities and challenges:

### *Communicate the mission of the SOG and set a vision for its future*

The Dean will embody and articulate the SOG's vision and mission to the students, faculty, alumni, clients, university administrators, the state legislature, grantors and other external funding agencies, and other decision-making bodies. The Dean will be responsible for advancing the unique mission of the SOG: to engage in practical scholarship that helps public officials and citizens understand and improve state and local government. The Dean will ensure that the SOG community and public officials of North Carolina feel valued and connected to the mission of the SOG. Because the SOG rests on a solid foundation, the new Dean will not be expected to shift the basic identity and mission of the SOG, but rather to honor its core purpose while encouraging new and innovative approaches to its service work and academic offerings.

### *Exemplify and reiterate continued commitment to the SOG's values both internally and externally*

To be successful, the Dean will need exemplify and reinforce the following core values of the SOG:

- ***Nonpartisan.*** The SOG works with all public officials, regardless of politics or party affiliation. In recent years, the political climate in both North Carolina and across the nation has become more partisan. As a result, the Dean will need to work to assure stakeholders that the SOG's leadership, faculty, and staff work equally with all public servants, regardless of political affiliation. This will require the Dean to exercise appropriate judgment in working with political actors while firmly upholding the SOG's bedrock principles of political neutrality and bipartisanship.
- ***Policy-Neutral.*** The Dean will uphold the SOG's stalwart adherence to policy neutrality. The Dean will actively educate stakeholders on how the SOG's assistance and guidance given to public officials are intended to ensure that informed decisions are made through access to information, research, and data. The SOG does not engage directly in the decision-making process.
- ***Responsive.*** The Dean will ensure the responsiveness of faculty and staff to the more than 10,000 individual requests for expert advice and guidance that the SOG receives from public officials every year.

### *Recruit, mentor, and retain a talented and diverse faculty, staff, and student body*

The population of North Carolina is growing numerically and in ever more diverse ways. A diverse faculty and staff, reflecting a range of experiences, backgrounds, and perspectives, enables the



SOG to serve North Carolina citizens and public officials more effectively. The Dean will need to further the SOG's commitment to recruiting and hiring a diverse workforce capable of extending the strength and vitality of the SOG's mission.

The Dean supports the MPA director in the recruitment and retention efforts to attract high caliber graduate students, providing them with a superior academic and professional experience.

The substantive work of the SOG covers a range of primary audiences, fields of study, and methods of inquiry. The Dean will support the range of activities, foster collaboration across the organization, and ensure adherence to the core mission.

### ***Advocate for the SOG within the University and to the external community***

The SOG is a unique entity within UNC-CH. It has both a service and academic mission. The Dean will provide leadership for strategic planning, define the SOG's priorities, and advocate for the SOG within UNC-CH and the external community. The Dean will need to educate campus officials on the mission and values of the SOG and actively manage local and state partnerships between public officials and the SOG.

### ***Enhance philanthropic support and revenue growth***

A vital role for the Dean is to communicate and gain support and cooperation from the constituencies of the SOG, including alumni, public officials, and UNC as a whole. The Dean will enhance the financial stability of the SOG and develop its economic resources, as well as implement effective development activities to support the SOG's teaching, advising, research, and scholarship missions. The Dean will enthusiastically tell the SOG's story to alumni, community leaders, and other supporters.

## **QUALIFICATIONS AND EXPERIENCE**

Candidates will have a record of exceptional leadership success, and substantial evidence of scholarly, professional, and creative achievement is required. In addition, the ideal candidate will possess the following qualities and qualifications:

- Proven record of, and commitment to, the values of the SOG: *Nonpartisan, Policy-neutral, and Responsive*;
- Reputation for engaged scholarship with public officials and a demonstrable record of fostering excellence in research, teaching, and service;
- Deep respect for, commitment to, and knowledge of the role of local and state government and the work of public officials;
- Strong communicator with an ability to advocate for the SOG to diverse audiences;
- Ability to think strategically and build effective institutional partnerships;

- A history of partnering with a breadth of stakeholders to develop, inspire, communicate, and operationalize a shared vision and strategic plan;
- Strong understanding of North Carolina politics, trends, and state and local government or a demonstrated ability to obtain that understanding;
- Demonstrated administrative experience;
- Diversity and inclusion as lived values and evidence building cultures that promote equity; a track record of positively impacting core diversity, equity, and inclusion values;
- Strong acumen and judgment in managing financial resources and the ability to develop and implement budgets effectively, aligning resources with strategic priorities;
- Success leading or supporting faculty/staff recruitment, retention, and development efforts that enhance academic excellence, diversity, equity, and inclusion; and
- High standard of professional integrity and strong team-building skills.

#### TO APPLY

UNC-CH has retained the national executive search firm Isaacson, Miller to assist in this search. All inquiries, nominations, referrals, and applications should be sent in confidence to:

Tim McFeeley – Partner  
Karen Avery — Partner  
Raul Bernal – Senior Associate  
Amy Gillespie – Associate  
Clay Batley – Senior Search Coordinator  
Isaacson, Miller

*The University of North Carolina at Chapel Hill provides equal access to and opportunity in its programs, facilities, and employment without regard to race, color, creed, religion, national origin, gender, age, marital status, disability, public assistance status, veteran status, sexual orientation, gender identity, or gender expression.*

## Appendix A

### THE UNIVERSITY OF NORTH CAROLINA SYSTEM

The UNC System is one of North Carolina's greatest assets and is a model for public higher education worldwide. For more than two centuries, the UNC System has made North Carolina's economy stronger, its people more knowledgeable, and its culture richer. The multi-campus system currently encompasses 16 universities as well as the North Carolina School of Science and Mathematics, the nation's first public residential high school for gifted students.

The system is administered by a President and overseen by the UNC Board of Governors, the members of which are selected by the state legislature. Each campus in the UNC System is headed by its own Chancellor and Board of Trustees, providing autonomy to each campus within the supportive framework of a larger system. In addition to its formal teaching role, the UNC System has a long-standing commitment to research and public service. More information about the UNC System can be found [here](#).

### The University of North Carolina at Chapel Hill

The oldest public university in America, UNC-CH is one of the nation's top ranked public universities and one of the world's premier global research universities. UNC-CH serves its home state and beyond through an unwavering commitment to excellence in teaching, research, and public service. UNC-CH consistently ranks among the world's best institutions in academic quality, research, access, engagement, and global presence. Through the efforts of its exceptional faculty and staff, and with generous support from North Carolina's citizens, UNC-CH invests knowledge and resources to enhance access to learning and to foster the success and prosperity of each rising generation. With *Lux et Libertas* (light and liberty) as motto, UNC-CH has charted a bold course to improve society and solve the world's greatest problems.

Today, UNC-CH consists of 13 schools and one college: School of Government; School of Education; Hussman School of Journalism and Media; Adams School of Dentistry; School of Medicine; School of Information and Library Science; School of Nursing; Eshelman School of Pharmacy; Kenan-Flagler Business School; School of Social Work; Gillings School of Global Public Health; School of Law; The Graduate School; and the College of Arts & Sciences. In 2020, UNC-Chapel Hill was ranked 5th among U.S. public universities by U.S. News and World Report; ranked #1 in value among American public higher education according to Kiplinger's Personal Finance magazine; and ranked 6th on Reuters' Ranking of the World's Most Innovative Universities.

UNC-CH is home to approximately 30,000 students (around 19,000 of whom are undergraduates). It holds onto a 13:1 student to faculty ratio across its 74 bachelors, 104 masters, 65 doctoral, and seven professional degree programs. The University employs close to 4,000 full-time faculty who are supported by over 9,000 staff members. UNC-CH's faculty are leaders in some of the world's most prestigious academies and professional organizations, including Nobel Laureates, MacArthur

Genius Grant honorees, and Fulbright Scholars. UNC-Chapel Hill also maintains an exceptional record in federally funded research, ranking 5th among research universities and attracting over \$1 billion in globally focused research funding annually. The University's incredible research profile is reflected in the strength of its students, and its commitment to research is demonstrated by its support for undergraduate student research.

### ***Leadership, Governance, Finance, And Strategy***

[Kevin M. Guskiewicz](#), a neuroscientist, academic leader, and concussion researcher, is the 12<sup>th</sup> Chancellor of UNC-Chapel Hill. Having been a member of the faculty since 1995, Guskiewicz previously served as Interim Chancellor, and was instrumental in shaping Carolina's new strategic plan. Prior to his appointment as Interim Chancellor, Guskiewicz served as Dean of the College of Arts & Sciences for three years. A Kenan Distinguished Professor of Exercise and Sport Science, he is co-director of the Matthew Gfeller Sport-Related Traumatic Brain Injury Research Center. He maintains an active research portfolio, serving as principal or co-principal investigator on three active research grants totaling over \$20 million. In 2011, Guskiewicz received the prestigious MacArthur Fellowship for his innovative work on diagnosing, treating, and preventing sport-related concussions. His groundbreaking work has garnered numerous additional awards and has influenced concussion guidelines in the NCAA and NFL. Guskiewicz earned a B.S. in athletic training from West Chester University, an M.S. in exercise physiology/athletic training from the University of Pittsburgh, and a Ph.D. in sports medicine from the University of Virginia.

The Board of Trustees at UNC-Chapel Hill consists of 13 members who advise the UNC Board of Governors on behalf of Carolina, as well as advising the Chancellor on issues of campus management and development. It aims to advance excellence that will benefit Carolina's students, the state, and all UNC System institutions. More information about the Board of Trustees may be found [here](#).

In August 2017, Carolina kicked off [For All Kind: The Campaign for Carolina](#), the University's most ambitious fundraising campaign to date, with a goal to raise an unprecedented \$4.25 billion by December 31, 2022. The Campaign's goals are to create programs that are dedicated to student potential, faculty excellence, innovative teaching, experience-based learning, and pioneering research that prepares graduates for success. Included among these priorities is "The Carolina Edge," the University's bold commitment to raise \$1 billion to create opportunities through scholarships and fellowships for students who have earned their place at Carolina, regardless of their financial circumstances. As of summer of 2022, UNC-CH had surpassed the campaign's goal by raising \$4.61 billion from nearly 654,739 gifts and 210,619 donors.

In December 2020, UNC-CH launched their "[Carolina Next: Innovations for Public Good](#)" strategic plan. The plan identifies key priorities that will guide the institution's investments and decision-making for the coming years. These choices reflect the University's existing strengths, while holding fast to its commitment to the public and deepening the campus culture of innovation and creativity. The plan identifies eight strategic initiatives: build the UNC-CH community together;

strengthen student success; enable career development; discover; promote democracy; serve to benefit society; globalize; and optimize operations.

### ***Diversity, Equity, and Inclusion***

Carolina is committed to creating and sustaining a diverse, equitable, and inclusive community of students, faculty, and staff. It is a shared belief across campus that student body diversity enhances learning, improves outcomes for educational programs, promotes students' development, advances innovative approaches to difficult challenges, creates vibrant work and learning environments, and enables graduates to solve the world's greatest problems. Carolina's community strives to put into practice what a significant and growing body of educational and organizational research has established: higher quality outcomes and remedies to complex problems are correlated with greater diversity. Also, it is recognized that diversity, equity, and inclusion enhance accessibility and learning while fostering discovery and strengthening service, especially in communities where all individuals are valued for the unique combination of attributes that make them who they are.

Carolina fosters a community where everyone shares the responsibility for cultivating a culture of equity and inclusivity. This includes identifying and changing policies, practices, and traditions that served as barriers to diversity, equity, and inclusion and once reinforced systemic racism. The University continues to support all individuals who work to bring healing, equity, and justice for all who seek to live in a more ethical world. The UNC-CH Office for Diversity and Inclusion seeks to unite the Carolina community through shared expression and dialogue, so that the goals of inclusivity and belonging may be met throughout the UNC system. More information on UNC-CH's efforts to enhance diversity, equity, and inclusion can be found [here](#).

### ***Chapel Hill, North Carolina***

The UNC-CH 775-acre campus is an integral part of the Carolina brand. The main campus is home to major facilities for academic research, student life, campus recreation and athletic programs, as well as the UNC Health Care system. UNC-CH also owns a 950-acre North Campus and 1,200-acre Mason Farm campus. Collectively, there are approximately 600 buildings on these properties, totaling 19.5 million square feet. These structures are a unique combination of historic buildings and state-of-the-art facilities. A decades-long capital construction program has resulted in six million new square feet of buildings plus an additional one million feet in renovation to existing buildings. The SOG is located in the Knapp-Sanders Building on the UNC-CH campus.

UNC-CH is located in Chapel Hill, North Carolina, a sophisticated college town that is part of a triangle of cities and is easily accessible to the Raleigh-Durham airport and the metropolitan area. With more than two million people, the community offers a range of collegiate activities, professional opportunities, neighborhoods, cultural events, and more. More information about Chapel Hill may be found [here](#).