SEARCH PROSPECTUS:

Associate Provost for Urban Research and Community Engagement
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University of North Carolina at Charlotte</td>
<td>4</td>
</tr>
<tr>
<td>Charlotte, North Carolina</td>
<td>5</td>
</tr>
<tr>
<td>The Office of Urban Research and Community Engagement</td>
<td>5</td>
</tr>
<tr>
<td>The Leadership Opportunity: Associate Provost for Urban Research and Community Engagement</td>
<td>9</td>
</tr>
</tbody>
</table>
The University of North Carolina at Charlotte (UNC Charlotte) invites nominations and applications for the Associate Provost of the Office of Urban Research and Community Engagement.
UNC Charlotte is North Carolina’s urban research university. It leverages its location in the state’s largest city to offer internationally competitive programs of research and creative activity, exemplary undergraduate, graduate, and professional programs, and focused community engagement initiatives. UNC Charlotte is committed to addressing the cultural, economic, educational, environmental, health, and social needs of the greater Charlotte region.

Responding to the need to serve returning veterans immediately after WWII, the University of North Carolina at Charlotte is one of a generation of schools founded in metropolitan areas just after the war to meet the rising post-war demands for higher education. On September 23, 1946, the State of North Carolina opened the Charlotte Center of the University of North Carolina with an enrollment of 278 students. In 1961, the school moved its main campus from Uptown Charlotte to its current location on a 1,000-acre campus ten miles from the city center.

From its inception, in keeping with the State of North Carolina’s commitment to provide affordable access to quality education, the University has worked to make learning accessible to all. Though now a large research-intensive urban university and the third largest of the 17 institutions within the state system, the University has maintained its entrepreneurial culture and its commitment to innovation.

UNC Charlotte is the fastest growing institution in the UNC System, comprising seven academic colleges and offering 24 doctoral programs, 65 master’s degree programs, and 75 bachelor’s degrees. There are more than 1,400 full time faculty, and fall 2019 enrollment exceeds 29,500 (5,400 of these graduate level) students, and is comprised of 33% racial/ethnic minority students, 49% women, and 1,997 international students. Of new undergraduates, 37% are first generation. UNC Charlotte has more than 144,000 living alumni, including over 76,000 alumni in the Charlotte region. The University’s 2016-2021 Institutional Plan affirms its responsibility to produce degree recipients who will contribute to the state of North Carolina as well-prepared, highly-skilled and productive citizens and lifelong learners able to function in a rapidly evolving global society. The plan recognizes the centrality of the arts, humanities, and sciences to achieving these goals, the value of an interdisciplinary approach, and the importance of other experiences that can be embedded in a coherent collegiate experience, including international travel and study, internships and service-learning opportunities, and community service. Additional information can be found online at www.uncc.edu.
CHARLOTTE, NORTH CAROLINA

Located in Charlotte, the largest city in North Carolina, the University is part of a vibrant and rapidly growing metropolitan region of over 2.4 million people. Fueled by rapid job growth, a moderate cost of living, and a variety of cultural and entertainment options, between 2004 and 2014 Charlotte was ranked as the country’s fastest growing metropolitan area and it tops the 50 largest U.S. cities as a millennial hub. With an estimated population of 872,000 and an average of 60 people moving to Charlotte each day, Charlotte is the 17th most populous city in the United States and the fourth fastest growing major U.S. city. It is a diverse city comprised of 35% Black/African American, 14% Hispanic/Latino, 6% Asian, and 3% Two or more races, and 42% White/non-Hispanic.

The University’s Center City campus in the heart of Charlotte is the only University of North Carolina building conceived and designed specifically to serve the people, organizations, and businesses of the urban center. Conveniently located next to the Center City campus, a new light rail system provides a physical connection between Center City and University City campuses. Center City provides the University with an enduring presence in the city’s business and cultural district, bringing the University’s considerable intellectual resources to the heart of the Charlotte community. With 143,000 square feet, 25 classrooms and design studios, meeting and performance spaces, an art gallery, and a four-acre park, it speaks to a new vision in higher education that includes urban education, research, engagement, and sustainability.

THE OFFICE OF URBAN RESEARCH AND COMMUNITY ENGAGEMENT

The Office of Urban Research and Community Engagement is a division of Academic Affairs, newly established during the 2019-2020 Academic Year. Formerly called Metropolitan Studies and Extended Academic Programs, the Office of Urban Research and Community Engagement has sharpened its focus on connecting UNC Charlotte and our community through research, collaboration, and engaged scholarship that builds a thriving, inclusive region. We envision a region and University empowered by knowledge and insights that drive informed, equitable decision-making to strengthen our communities.

The Office of Urban Research and Community Engagement has the following goals with corresponding strategies to achieve them:

**Goal:** Expand academic and research opportunities.

**Strategies:**

- Increase access to community-based learning opportunities for UNC Charlotte students through instruction, internships, research and events
- Create the structure and support to bring more faculty into community-engaged research and connect them to specific community research needs
THE OFFICE OF URBAN RESEARCH AND COMMUNITY ENGAGEMENT (cont.)

- Select, communicate, and integrate policy issues of critical importance to the Charlotte region to guide and focus the Office of Urban Research and Community Engagement research
- Create a common University platform to inform community members and UNC Charlotte faculty/staff about community-engaged research projects.

**Goal:** Build bridges of awareness, access, and collaboration within the University.

**Strategies:**
- Drive, support and publicize the successful implementation of the adopted Civic Action Plan.
- Strengthen relationships and streamline communications within the University by engaging representatives within each college around shared research.
- Create a centralized database of faculty/student community research interests and projects.
- Create a reporting mechanism for faculty/student community research interests and projects, such that the collective impact of the University’s initiatives may better be captured and conveyed.

**Goal:** Build bridges of awareness, access, and collaboration with community partners across the region.

**Strategies:**
- Build community (nonprofit, local government, grassroots) capacity in data literacy, evaluation and data management.
- Develop and communicate a clear brand and message around applied community-engaged research.
- Access, analyze and strategically fill gaps in community partnerships.

The Office of Urban Research and Community Engagement is comprised of four units: the UNC Charlotte Urban Institute, the Women + Girls Research Alliance, the Charlotte Action Research Project and Engaged Scholarship.

The **UNC Charlotte Urban Institute** is a non-partisan applied research and community engagement center seeking solutions to the economic, environmental, and social issues affecting the Charlotte region. Founded in 1969, the institute provides a wide range of services, including research around economic development, the environment, transportation and social issues; public opinion surveys; and technical assistance and training in operations and data management. It has numerous signature projects and resources including the Institute for Social Capital (ISC) Community Database, an integrated data system with data from over forty community agencies, and the Quality of Life Explorer, an interactive neighborhood data resource created in partnership with the City of Charlotte and Mecklenburg County. With 50 years of service, the Urban Institute is a well-respected resource for the community and helps to connect university faculty and students to organizations and initiatives in the greater Charlotte region.

The **Women + Girls Research Alliance** (W+GRA) has the mission to increase equity for women and girls by inspiring and amplifying community change through research, insights and relationships. W+GRA was founded as a community-based...
organization in 2006 and integrated into UNC Charlotte in 2010. W+GRA's goal is to make a difference in our community by providing fair and unbiased data and analyses which leaders and activists may use to improve the lives of women and girls in the Greater Charlotte region. The leadership and strategic guidance for W+GRA are provided by an Executive Director and a volunteer Advisory Council, made up of faculty and staff from the University, as well as business and nonprofit leaders from the Charlotte community.

The Charlotte Action Research Project (CHARP) has the mission to provide a strong and sustained infrastructure between UNC Charlotte and local marginalized neighborhoods. CHARP creates opportunities to work with neighborhoods on mutually beneficial action research, service learning, community education, and community organizing projects in order to address spatial inequality. CHARP strives for this mission through four strategic goals:

- Implement action research projects in partnership with local, marginalized neighborhoods.
- Provide and expand high-quality opportunities for service-learning experiences to UNC Charlotte students.
- Continue to build a CHARP model that integrates action research, service learning, community organizing, and educational opportunities for neighborhood residents around empowerment and awareness of the social environment and structural inequality in which they live.
- Engage the UNC Charlotte community in meaningful and visible volunteer events in our partner neighborhoods.

Engaged Scholarship’s mission is to enhance the quality of life of Charlotte-area residents through mutually beneficial partnerships with UNC Charlotte faculty, staff, and students and build a culture of civic responsibility through community-based research and learning.

Engaged Scholarship develops institutional structures and programs designed to increase undergraduate access to and participation in community-based learning opportunities in the
Charlotte area. Examples include revamping UNC Charlotte’s service-learning designation for undergraduate courses and designing and managing an undergraduate certificate in civic leadership and community engagement. Engaged Scholarship also oversees the Bonner Leaders Program, an intensive, four-year community engagement opportunity for undergraduates.

Engaged Scholarship also works to increase faculty/staff access to community-based research and teaching opportunities in the Charlotte area. These activities are defined by reciprocal relationships between university and community partners in which all participants recognize and value the knowledge, perspective, and resources that partners contribute to the collaboration. In order to increase access, Engaged Scholarship hosts professional development opportunities, develop and implement a system for collecting and communicating the university’s community engagement data, and establish Community Engagement Zones in strategic locations in the Charlotte area.

In convening the 49er Democracy Experience Strategy Team, Engaged Scholarship collaborates to enhance student voter engagement and civic knowledge. The 49er Democracy Experience offers UNC Charlotte and its community a dynamic, nonpartisan platform for learning about and engaging in civic life. 49er Democracy Experience is a galvanizing driver of informed citizenship: voter registration, voter and civic education, and voter mobilization.
THE LEADERSHIP OPPORTUNITY: ASSOCIATE PROVOST FOR URBAN RESEARCH AND COMMUNITY ENGAGEMENT

The Associate Provost for Urban Research and Community Engagement will play a pivotal role in shaping the future and strategic vision for the Office of Urban Research and Community Engagement. The Office of UR/CE is poised to significantly expand its programs and relationships with both the university and Charlotte communities. Essentially a start-up entity, the Office of Urban Research and Community Engagement requires the vision, confidence, leadership, energy and innovation to build-out a conceptual strategic framework into an operationalized, high-performing organization. The University seeks a transformational leader who possesses the intellectual and strategic acumen to offer strong, collaborative, and transparent leadership and the ability to develop a cohesive vision for the unit and foster change that will enhance the university's mission and commitment to research, teaching, and service through community engagement.

The successful candidate must have significant leadership experience in developing and executing a strategic vision and must be a persuasive and sophisticated communicator who can articulate the University’s commitment to community-engaged research. Candidates must understand the complexities of research and policy development agendas in higher education, be sensitive to the perspectives and values of faculty and students across all disciplines, have a commitment to shared process, and possess the ability to collaborate with constituencies both across the University and externally. The successful candidate should be an effective facilitator and connector, skilled at bringing community partners, researchers and public and private sectors together to enhance the university’s collective impact within the region.

The Associate Provost for Urban Research and Community Engagement will report to the Provost and Vice Chancellor for Academic Affairs and will interact closely with the other senior officers, deans, and directors of centers, institutes, and programs. The Associate Provost will provide leadership for advancing community-engaged research at UNC Charlotte and expanding opportunities for students to build a culture of civic responsibility through experiential learning, community-based research and volunteerism.

The specific responsibilities of the Associate Provost will be to:

• Provide leadership for the UNC Charlotte Urban Institute, the Women + Girls Research Alliance, the Charlotte Action Research Project, and Engaged Scholarship;
• Advance the strategic framework for the Office of Urban Research and Community Engagement into an operational, measurable five-year strategic plan;
• Contribute to UNC Charlotte’s strategic initiatives of Community and Civic Engagement and Diversity, Access and Inclusion;
• Support Academic Affairs goals to:
  • Educate a diverse student body through an integrated academic experience that positions graduates for personal success and civic responsibility;
  • Expand the frontiers of knowledge and leverage discovery for the public benefit through innovative programs that span the disciplines in research, creative activities and graduate education;
  • Engage community partners in mutually beneficial programs that enhance the economic, civic and cultural vitality of the region;
• Provide leadership and partnerships to develop curricula to implement the civic leadership certificate program and other opportunities to augment the academic capacities of the Office of Urban Research and Community Engagement;
• Provide direct managerial and fiscal oversight for the Office of Urban Research and Community Engagement;
• Increase the visibility and awareness of the Office of Urban Research and Community Engagement, both on campus and throughout the region;
THE LEADERSHIP OPPORTUNITY: ASSOCIATE PROVOST FOR URBAN RESEARCH AND COMMUNITY ENGAGEMENT (cont.)

- Strengthen collaborations with community and regional partners in local government, non-profit organizations and foundations in order to increase points of intersection in research, policy development and engaged scholarship;
- Lead and participate in fundraising and other activities to diversify revenue and increase resources;
- Take up additional tasks and responsibilities, as appropriate and necessary, in consultation with leadership.

EDUCATION, PROFESSIONAL EXPERIENCE AND QUALIFICATIONS
The next Associate Provost must possess the academic expertise, entrepreneurial spirit, and personal skills required to lead an interdisciplinary and multi-purpose unit that serves as the connecting link between the university and the greater Charlotte community. The Associate Provost will bring a strong record of success building community partnerships, securing external funding and developing innovative programs to support institutional initiatives. Within the university community, the Associate Provost will provide university-wide leadership across academic schools and programs to foster a comprehensive approach to engaged scholarship, research, and service learning.

The new Associate Provost will:
- Possess an earned Ph.D., or equivalent terminal degree(s) (REQUIRED);
- Possess a record of recognized achievement in leadership, service, and research (REQUIRED)
- have an outstanding record of accomplishment in research relevant to the issues of the urban environment;
- have significant leadership experience in developing and executing a strategic vision;
- have an abiding commitment to diversity, inclusion, excellence and integrity;
- be a persuasive and sophisticated communicator who can articulate the University’s commitment to community-engaged research;
- have a record of extramural funding for research;
- possess a clear understanding of the complexities of research and policy development agendas in higher education and have a demonstrated record of success in building successful community-based programs;
- be a leader who understands the complexities of institutional change and possesses the interpersonal skills to act decisively in a thoughtful and purposeful manner;
- be sensitive to the perspectives and values of faculty and students across all disciplines and bring expertise in interdisciplinary research and teaching;
- have a commitment to shared process and possess the ability to collaborate with constituencies both across the University and externally;
- demonstrate the skills to engage community partners, researchers and public and private sectors in collaborative endeavors that enhance the university’s collective impact within the region;
THE LEADERSHIP OPPORTUNITY: ASSOCIATE PROVOST FOR URBAN RESEARCH AND COMMUNITY ENGAGEMENT

- possess a collaborative leadership style and the ability to work effectively with students, faculty, and administrative colleagues;
- be an excellent listener who can gather and synthesize appropriate information in order to make and communicate informed decisions in a timely fashion;
- possess the skills and abilities necessary for successful fundraising with demonstrated enthusiasm for soliciting financial support from alumni, foundations, and the broader community;
- have experience working with public officials, nonprofits and community organizations;
- excel as a passionate, energetic and articulate advocate for the university and be willing and eager to invest the time necessary to build rapport with faculty, staff and community partners.

Compensation. The University of North Carolina at Charlotte offers an attractive compensation and benefits package, commensurate with the successful candidate’s background and experience.

NOMINATIONS AND APPLICATIONS
The Search Committee will begin reviewing candidates immediately and will continue until the position is filled. Priority consideration will be given to materials received by February 14, 2020. Applications should include 1) a detailed resume, 2) a letter of interest that addresses the responsibilities and requirements described above, as well as the applicant’s motivation to apply, and 3) a list of references with the names, email addresses, current phone numbers, and professional relationships of at least five professional references (they will be called at a later, semi-final stage with the advance consent of the candidate).

Academic Search is assisting UNC Charlotte in this search. To ensure full consideration, inquiries, nominations, and applications (PDF preferred) should be submitted electronically, in confidence, to: UNCCAssocProv@academicsearch.org

Nominators and prospective candidates may arrange a confidential conversation about this opportunity with the senior consultant leading this search: Cynthia M. Patterson at Cynthia.Patterson@academicsearch.org or (561) 901-9272.

Additional information about the institution can be found at https://www.uncc.edu/.

As an EOE/AA employer and an ADVANCE Institution that strives to create an academic climate in which the dignity of all individuals is respected and maintained, the University of North Carolina Charlotte encourages applications from all underrepresented groups. The candidate chosen for this position will be required to provide an official transcript of their highest earned degree and submit to a criminal background check.
ABOUT ACADEMIC SEARCH

Academic Search, Inc. is assisting University of North Carolina at Charlotte in this work. For more than four decades, Academic Search has offered executive search services exclusively to institutions of higher education. Academic Search was founded on the principle of strengthening higher education leadership through professional search services. We are the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of leadership identification, development, and support programs across all sectors of public and private higher education. For more information, visit http://www.academicsearch.org/.

Committed to identifying and DEVELOPING LEADERSHIP by providing the highest level of search to our clients and assisting in ENRICHING THE PIPELINE of potential leaders in higher education.