



The Spelman & Johnson Group

**POSITION SPECIFICATION**  
**Director of University Career Services**  
**University of North Carolina at Chapel Hill**  
**Chapel Hill, North Carolina**

**Background**

Since opening its doors as the nation's first public university in 1789, the University of North Carolina at Chapel Hill (known as UNC and/or Carolina) has earned a reputation as one of the best universities in the world. Carolina's school spirit has been forged through more than two centuries of academic excellence, public service, and athletic, professional, and personal achievement. Carolina is known for its strong and diverse student body—a community, composed of students from every state and more than 100 countries, that has produced more Rhodes Scholars over the last five years than any other public university.

Throughout its history, the University has received numerous accolades. Recent publications attesting to the strength of its educational programs and commitment to diversity include:

- First for the combination of high academic quality and low cost in “Great Schools, Great Prices,” among public universities and ninth overall (*U.S. News & World Report*, 2009);
- “Best Value” among all public universities for eight consecutive times (*Kiplinger's Personal Finance*, 2009);
- One of 25 “New Ivy” campuses for great academics and first-rate faculties (*Kaplan/Newsweek*, 2006);
- Third among national universities for the highest percentage of first-year African-American students—Carolina was first for six of the previous eight years (*Journal of Blacks in Higher Education*, 2007).

The suburban 729-acre central campus of UNC is simply put, one of the most beautiful in the nation. Chapel Hill is an idyllic college town that also serves to anchor the Research Triangle region—home to numerous high tech companies—along with the cities of Raleigh and Durham. The region boasts outstanding cultural resources; numerous historic districts, parks and recreational outlets; every type of restaurant imaginable; excellent shopping and entertainment; and a wide array of Fortune 100 companies and leading scientific and research facilities.

UNC participates in NCAA Division I athletics as part of the Atlantic Coast Conference. The “Tar Heels” have won 58 ACC championships over the last dozen years.

The University has a global alumni network nearly 250,000 strong that has produced Rhodes Scholars, Olympic Gold medalists, Pulitzer Prize winners, and a U.S. president. It also boasts an exceptional record of preparing students to succeed in the world's best graduate and professional programs and has a long legacy of public service, and ongoing programs that touch the lives of thousands of people every year.

## **The Chancellor—Holden Thorp**

Dr. Holden Thorp began his tenure as the 10<sup>th</sup> chancellor of the University of North Carolina at Chapel Hill on July 1, 2008. Prior to his appointment as chancellor, Thorp served a year as dean of the College of Arts and Sciences. He chaired the chemistry department, led a \$17 million fundraising effort for the Carolina Physical Science Complex as faculty director, and spent four years as director of the Morehead Planetarium and Science Center. A native of North Carolina, Thorp earned a Bachelor of Science degree at Carolina with honors in 1986. He earned his doctorate in chemistry in 1989 at the California Institution of Technology, followed by postgraduate work at Yale University. After a year teaching at North Carolina State University, he came back to UNC's chemistry department in 1993.

## **The Faculty**

The Carolina faculty, numbering approximately 3,400, are distinguished by their academic accomplishments. Many of those faculty members hold or have held major posts in virtually every national scholarly or professional organization and have earned election to the most prestigious academic academies and organizations. According to the latest available data, UNC ranks 16th among public research universities for the number of members in the national academies, including the National Academy of Sciences (10, including one retired faculty member), the National Academy of Engineering (5, including one retired faculty member) and the Institute of Medicine (18, including two retired faculty members). That is in addition to the 32 faculty members, including two retirees, in the American Academy of Arts and Sciences.

Oliver Smithies, Excellence Professor of Pathology and Laboratory Medicine, received the 2007 Nobel Prize for work that has fundamentally changed the science of genetic medicine and potentially will help millions of people live healthier lives. He was one of three recipients of the Nobel Prize in Physiology or Medicine.

## **The Students**

In fall 2008, Carolina enrolled 28,567 students from across North Carolina, the other 49 states and more than 100 countries. The undergraduate student body is diverse with 11 percent African-American, seven percent Asian American, five percent Hispanic, one percent Native American, and one percent International. Total undergraduate enrollment was 17,895. Almost half of all undergraduate students live on campus, occupying 33 residence halls.

The Class of 2012 entering in fall 2008 was comprised of 3,864 students drawn from a record 21,507 applications. That was the third straight record for applications and a five-year increase of 20 percent. Eighty-two percent of the incoming class members were North Carolinians. More than 79 percent were in the top 10 percent of their high school class; nearly 43 percent were among the top 10 students in their graduating class. The average SAT score was 1301.

In May 2009, Carolina's graduating Class of 2009 included 171 Public Services Scholars. The program provides a way for students to learn new skills, strengthen their commitment to service and link their academics to making a difference throughout North Carolina, the nation, and the world.

Since 2000, Carolina has produced more Rhodes Scholars than any other state-supported university, and the ninth most of any public or private school. Over the past five years, UNC has ranked seventh overall in production of Rhodes Scholars, ahead of several Ivy League schools. Since the program began, 43 Carolina students have received Rhodes Scholarships—the second most among all top public research universities. In 2008-09, UNC had two winners, the fifth time that Carolina had two Rhodes winners in the same year. Since

1957, when the first Morehead Scholars graduated from UNC, the University has produced 28 Rhodes Scholars. All but three were Morehead Scholars (now Morehead-Cain Scholars).

### Academic Program

*U.S. News & World Report*, 2009, includes Carolina in a category called “programs to look for,” for offering outstanding academic programs that lead to student success. The University offers more than 70 undergraduate majors throughout its nine nationally recognized schools:

- The College of Arts and Sciences: A broad, interdisciplinary, and rigorous study of the arts and sciences through programs in everything from African-American studies and anthropology to engineering and computer science will form the core of your Carolina education.
- The Kenan-Flagler Business School: A distinctive liberal arts business education with a variety of international programs and an emphasis on entrepreneurship helps ensure that graduates of Carolina’s undergraduate business program—among the top 5 nationwide (*U.S. News & World Report*, 2008)—go on to become successful and respected leaders in business, industry, and government.
- The School of Journalism and Mass Communication: Students specialize and gain real-world experience—in advertising, public relations, electronic communication, news editorial, or visual communication at a school recognized in 2003 by an accrediting council as “perhaps the best program in the nation.”
- The School of Information and Library Science: Nationally recognized for playing a leadership role in today’s information landscape, the school provides an in-depth understanding of computing, networking, multimedia, electronic information resources, and the Internet.
- The School of Medicine/ Department of Allied Health Sciences: Programs of study prepare students for the multifaceted responsibilities of a career as a healthcare professional through exceptional programs in clinical laboratory science and radiologic science as well as internships at UNC and other North Carolina hospitals.
- The School of Nursing: One of the country’s premier nursing schools, students are provided hands-on patient care in a variety of health care settings and honors level research in everything from stem cell transplants to the treatment of AIDS.
- The School of Pharmacy: Strong classroom training and in-depth clinical and research experiences make this school a top choice for students who seek careers in hospitals and community pharmacies, or within the pharmaceutical industry.
- The Gillings School of Global Public Health: An internationally recognized leader in balancing cutting-edge science with community service, the school offers exceptional programs in such fields as biostatistics, environmental sciences and engineering, health policy, and nutrition.
- The School of Education: Considered one of the best schools of education in the region, students obtain degrees in child development or elementary and middle grades education through active engagement in a curriculum that incorporates cutting-edge instructional technologies as well as extensive hands-on teaching experiences.

Students at Carolina enjoy more than 30,000 internships opportunities across the globe. With 300 programs in 70 countries, Carolina is consistently recognized as a leader among public research universities for the number of undergraduates who choose to study abroad. Currently, approximately 260 students enroll each year in the Honors Program and this number is projected to grow as the University positions itself to double the spaces in this highly acclaimed program in the coming years.

## Division of Student Affairs

The Division of Student Affairs is well-regarded throughout the University. As the University works diligently to develop a five-year academic plan, the leadership team of the Office of the Vice Chancellor for Student Affairs has initiated a simultaneous strategic planning process for the Division of Student Affairs. During the fall 2009 semester, a planning group comprised of 50 staff members is engaged in a thorough review of the Division's mission, vision, and areas of excellence. In the coming weeks, it is anticipated that the following draft statements, with possible minor revisions, will be adopted:

### *Mission*

The Division of Student Affairs serves the University of North Carolina at Chapel Hill by providing transformational opportunities for students in the areas of student life, health & wellness, leadership & service, and diversity.

We fulfill our mission with the support of and in engagement with our students, faculty, staff, parents, alumni and community to provide essential programs and services that enhance academic success and personal growth. We challenge and enable our students to become compassionate and responsible citizens and leaders of the campus, local, and global communities by fostering an inclusive, culturally diverse living and learning campus environment.

### *Vision*

The Division of Student Affairs is currently in the process of developing a strategic plan. It is a division-wide effort that is scheduled to be completed in spring 2010. The basic framework of the planning effort includes the following areas of excellence:

- Providing quality student learning experiences
- Promoting inclusive and supportive campus environments
- Engaging with internal and external constituents
- Fostering a dynamic and positive workplace

### *The Division of Student Affairs*

The Division of Student Affairs is led by a nationally respected, long-term service team of professionals that consists of the Vice Chancellor, two Associate Vice Chancellors, and department heads who work collaboratively with students, faculty, and staff to create and maintain a climate that fosters student learning and development while enhancing a strong sense of community for almost 27,000 undergraduate, graduate and professional students. The Vice Chancellor reports directly to the Executive Vice Chancellor and Provost.

The university is currently engaged in national searches for two senior level positions, including the Vice Chancellor for Student Affairs and the Executive Vice Chancellor and Provost. It is expected that the University will name the successors for both of these positions in early spring 2010. The Chancellor is very supportive of both the Division of Student Affairs and University Career Services, and looks forward to welcoming a new director as a member of the university community.

Departments, offices, and centers of the Division include:

- Campus Health Services
- Campus Recreation
- Campus Y
- Carolina Leadership Development
- Carolina Union
- Counseling & Wellness Services

- Dean of Students Office
- Development and External Relations
- Disability Services
- Fraternity and Sorority Life
- Housing and Residential Education
- Information Technology
- LGBTQ Center
- New Student and Carolina Parent Programs
- University Career Services
- Vice Chancellor for Student Affairs

### **An Overview of the Position**

The position of director of University Career Services was filled for 26 years by Marcia Harris. Dr. Christopher Payne, Associate Vice Chancellor for Student Affairs is the immediate supervisor of University Career Services and has served as the interim director of UCS since January 2009.

UCS provides a comprehensive set of services designed to support the career development needs and interests of students. Throughout the year the office sponsors numerous workshops, career clinics, employer presentations, and industry specific networking events. In the fall, the department hosts a Fall Career Expo and Diversity Fair. During the spring, UCS sponsors a Spring Career Fair, Internship Fair, Law Day, and other smaller career fairs in conjunction with academic programs. Some of the newest programs introduced by staff have been aimed at helping graduating seniors struggling to find employment given the tough economy and include a job shadowing initiative that harnesses alumni to support current students' growing career awareness. At present, UCS utilizes the NACELink Network suite of web based recruiting and career services automation tools to serve the needs of students and employers.

UCS is located in The Wendy P. and Dean E. Painter Jr. Career Center in Hanes Hall at the center of campus. The very attractive, recently renovated administrative and career counseling offices occupy the second floor of the building, along with a staff conference room and large multi-function room used exclusively by UCS for programming and special events. The building's fourth floor houses a brand new interview suite that has full catering capacity and a sizeable waiting area/lounge which is frequently utilized to host popular networking events.

The current organizational structure of UCS is as follows:

- Director
  - Associate Director (Leads Employer Outreach Team; Business Liaison)
    - Assistant Director (Health Science/Sciences Liaison)
    - Assistant Director (Selected Liberal arts/Social Work/Non-Profit Liaison)
      - Peace Corp Representative
      - Teach for America Representative
      - State Department Representative
    - Assistant Director (Technology/Information and Library Science/Education Liaison)
    - Assistant Director (Communication Studies/Linguistics/English/Journalism Liaison)
      - Graduate Counseling Intern
  - Associate Director (Leads Career Exploration Team; Selected Liberal Arts Liaison)

- Assistant Director (Career Planning)
- Assistant Director (Career Exploration)
  - Graduate Counseling Intern
- Assistant Director (Internships)
- Assistant Director (Business-related Internships)
- Job Locator Developer Coordinator (Arts Liaison)
- Marketing/Events/Resource Library Coordinator
- Office and Budget Manager
  - Administrative Support Position (Health Science/Sciences/Business)
  - Administrative Support Position (Help Desk/Technology)
  - Administrative Support Position (Help Desk/Reference)
  - Assistant Office Manager (Liberal Arts/Journalism)
    - Work Study Students
- Recruiting Coordinator/Secretary to the Director
- Technology Coordinator (Position to be vacated as of 10/30/09; search to fill position commencing immediately)

Within the current organization there exists a mix of longstanding staff and those who have been with the department for one to four years. All staff share in their commitment to serving students and the office is characterized by a high degree of teamwork as evidenced by their collaborative efforts and staff willingness to stretch their schedules to include frequent evening and weekend programming activities. As of July 2009, the department hired a second full-time assistant director for business-related internships to work in partnership with a similar position created several years ago focused on non-business related internships. Plans are currently underway to post and fill the anticipated vacancy for technology coordinator during fall 2009. Going forward, there is a clear commitment on the part of the Division of Student Affairs and the university to maintain the strength and effectiveness of UCS.

### **Responsibilities of the Position**

The Director of University Career Services (UCS) provides the leadership and vision for UCS staff who assist students when selecting a major and career direction, planning for their career goals, learning effective job search skills and strategies, and finding part-time jobs, internships and employment. Staff work with employers and potential employers of UNC students, and also provide assistance to graduate students to find part-time jobs, internships and employment. UCS programs include helping students learn about career fields, establishing linkages between students and employers, and offering reference file services to students applying to graduate and professional school and other selected fields of employment. The Director oversees a budget of \$1.4 million; directs a staff comprised of 10.5 FTE counselors and 8 FTE support staff; and manages state-of-the-art facilities consisting of counselor offices, interview rooms, a career resource room, and high-tech seminar room. The director is a department head in the Division of Student Affairs, participates in goal setting and strategic planning, and reports to the Associate Vice Chancellor for Student Affairs.

As outlined on the institutional job description for the Director of University Career Services, the principle functions and duties are allocated approximately as follows:

- 35% Administer, coordinate, and supervise functions of UCS. Ensure UCS operations reflect a high quality of service. Ensure UCS meets NACE professional standards. Execute nationally comparative best practices. Communicate with employers as requested or desirable to maintain excellent employer relations and encourage the recruitment and hiring of UNC students. Communicate with parents, students, employers, and faculty to resolve problems or special requests. Work closely with Academic departments, Academic Advising, and other University departments to ensure seamless experience for students. Market program to students, parents, prospective students and parents, and employers.

- 30% Develop and manage UCS budget, including JLD programs and gift accounts. Coordinate, propose and manage student fees including the E&T Fee and UCS User Fee requests. Oversee management of UCS facility including contact with services such as housekeeping and maintenance. Plan for future space as needed. Fundraising to provide additional resources as needed.
- 15% Develop and evaluate student learning outcomes, First Destination Survey Report and other measures of activity and success. Develop and evaluate department goals and objectives. Evaluate and plan for development, enhancement, or elimination of department programs and services
- 10% Recruit and retain a diverse, academically and experientially well prepared staff. Supervise UCS staff; provide and support professional development.
- 10% Represent career services and disseminate information to university community, the media, and strategic partners as appropriate. Demonstrate exceptional verbal, written, and interpersonal skills in a collaborative, multi-disciplinary environment. Actively participates in national professional associations and scholarly activities.

### **Likely Priorities and Challenges of the Position**

The Office of University Career Services is a valued department that enjoys the respect and appreciation not only within the Division of Student Affairs, but also throughout the entire University for its service to students. The success of this department has been rooted in its commitment to its constituents and efforts to continually innovate, insuring its programs, services, and service delivery model remain relevant in an ever changing environment of technology, social trends, evolving student interests, and marketplace realities. The primary challenge for the next director will be to continue to develop the talents and resources of staff to meet current and projected needs. This is an organization—and staff—that is not content to remain static. Developing a vision and strategic plan to advance the department and its ability to fulfill its comprehensive mission while building strong, collaborative partnerships with academic programs and personnel, alumni, employers, and most importantly with undergraduate and graduate students will be critical to success.

Additional priorities and challenges to be faced by the next Director include:

- Continue outreach efforts to strengthen collaborative partnerships with key constituents including the Business School, General Alumni Association, and Academic Advising;
- Develop a continual assessment process for all departmental endeavors and strategic planning model that is proactive and forward-looking, rather than simply reactionary;
- Design and implement strategies to support the full-spectrum of career development needs of students in a recessionary economy, recognizing that this is far from a “business as usual” environment;
- Assess the use of emerging technologies as tools for the communication with, and delivery of services to, current students (e.g. Facebook, Twitter, blogging, etc.);
- In conjunction with staff, consider strategies for further enhancement to the Career Peers Program—that utilizes current students who are trained to provide services to their peers—to enable substantive learning and leadership development among these volunteers;
- The director must create a culture of teamwork, collaboration, and staff investment while serving to stimulate innovation and demonstrating sensitivity to the wide range of experience and talents staff bring to their respective roles;

- Implement a planning model that expands the capacity of the department through creative deployment of available technological and human resources, recognizing that while enrollment is projected to grow over the next ten years, resources will be largely constrained;
- Support the department's efforts to identify its own areas of excellence consistent with the framework established by the Division of Student Affairs;
- Develop a strong brand for the department and corresponding marketing campaign that strives to heighten awareness and utilization of services throughout all constituencies;
- Actively support strategic initiatives to maintain and expand employer/internship sponsor relationships;
- Take a proactive stance regarding department finances, recognizing that being a good steward of funds requires continual monitoring of the budget, justification of expenditures against measurable results, and an ability to develop strategies for increasing revenue and fundraising to support the office, as well as to retire the debt incurred as a result of the recent facility expansion;
- Cultivate professional growth and leadership among staff;
- Balance the demands of the position that simultaneously require the director to work effectively with high-level corporate representatives (e.g. strong external orientation), yet at the same time remain approachable by undergraduate students (e.g. strong internal focus);
- Actively seek and support strategies for strengthening relationships across Student Affairs, Academic Affairs, and the entire University.
- Build and nurture a strong team that is clear in its purpose, collaborative, resourceful, and resilient.

### **Measures of Success for the Position**

The following items will define the new director's success at the end of the first year of employment:

- There is clear evidence of continued efforts to strengthen key partnerships—particularly with the General Alumni Association, Academic Advising, and academic programs, including the Business School;
- Staff of UCS are encouraged to grow professionally and expand their contributions by assuming the lead role in advancing new initiatives;
- The fiscal health of UCS is carefully monitored and appropriate attention is given to raising funds to support the office and address outstanding debt incurred through recent renovations;
- A defined plan of action and implementation is in place to enhance services to students enrolled in the Business School;
- A professional development plan for each staff member has been established and a process of annual evaluations is undertaken, along with systematic quarterly conversations that are designed to foster opportunities for individuals to expand their skills, knowledge, and leadership capacity.

### **Characteristics of the Successful Candidate**

As articulated by UNC stakeholders, the successful candidate will ideally possess the following qualities/attributes (in no particular order):

- Possess a vision for, and comprehensive understanding of, a contemporary, entrepreneurial full-spectrum career services department;
- Bring to the leadership role a refined, professional style that is collaborative, inclusive, and diplomatic;
- Have a base of relevant experience that will garner the respect of experienced and talented staff, students, other University constituents, employers, and national audiences;
- Exhibit the qualities of an effective leader, manager, and motivator and a concomitant track record of success;
- Possess a high degree of emotional intelligence;

- Demonstrate the ability to partner effectively with development officers to garner financial support for the work of the career center (e.g. fundraise and develop corporate sponsorships);
- Understand the role that technology plays in today's cutting-edge student services and how to integrate that in a strategic and cohesive manner to enhance the marketing and "messaging" of the office, as well as communication with, and educational resources for, students;
- Bring an entrepreneurial outlook and eagerness to innovate new solutions as career needs of students and external market conditions evolve;
- Demonstrate a record of superior communication and presentation skills, successful relationship-building, and collaboration with internal (e.g., students, faculty, staff, and officers of the University) and external constituencies (e.g., alumni, parents, employers, community members, corporate partners, and the media);
- Demonstrate strong leadership and administrative capacity—must be equipped with well-developed strategic planning, program and resource evaluation and assessment, supervisory, budget management; and follow-through skills;
- Must be comfortable with and inspire change in leading a dynamic, proactive enterprise—open to trying new ideas and approaches;
- Understand student development within the higher education context and demonstrate a commitment to being student-centered;
- Possess an appreciation for working with highly capable, "high octane" students, as well as for the value of a liberal arts education and the importance of individualized career counseling support;
- Bring a healthy sense of self and dose of humor to the position.

## Qualifications

Successful candidates will hold a minimum of a master's degree in counseling, human resources, student development, or related field. Experience should include: Minimum of six (6) years experience in a college career services office or similar management related experience in the career development or employment field; knowledge of and experience with career counseling theory, techniques, and interest assessment tools; experience delivering programs to students, parents, and employers; management and budget experience; employer relations/development experience; and knowledge of and experience with program assessment. Additionally, experience in marketing, public relations, and fundraising; exceptional communication, negotiation, and interpersonal skills; understanding of and commitment to diversity issues in the delivery of programs and services; ability to utilize technology in the delivery of services; demonstrated ability to work cooperatively with campus leaders, faculty, staff, and students across a variety of units and divisions; and active participation in national professional associations and scholarly activities will be important in the selection of the next Director.

## Benefits Overview

UNC offers a competitive, comprehensive program of benefits for employees and their family members, including, but not limited to: health, dental, vision, health care flexible spending account, employee assistant program, retirement (Teachers & State Employees' Retirement System or Optional Retirement Program—AIG Retirement, Fidelity Investments, Lincoln Financial Group, and TIAA-CREF), life insurance, short- and long-term disability, tuition waiver, pre-tax reimbursement accounts, and vacation.

A complete list of the benefits offered by UNC may be found at:

<http://hr.unc.edu/formfinder/forms-benefits/benefitoverview.pdf>

**Application and Nomination**

Review of applications will begin on October 27, 2009 and will continue until the position is filled. All application materials (including cover letter and resume) must be submitted online and more information is available at <http://hr.unc.edu/jobseekers/search.htm> (select EPA non-faculty position). If you would like to make a nomination for this position or a confidential inquiry about this search, please contact Valerie Szymkowitz, Senior Associate, SJG—The Spelman & Johnson Group, at [vbs@sjgsearch.com](mailto:vbs@sjgsearch.com) or 413-529-2895.

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