

APPALACHIAN STATE UNIVERSITY

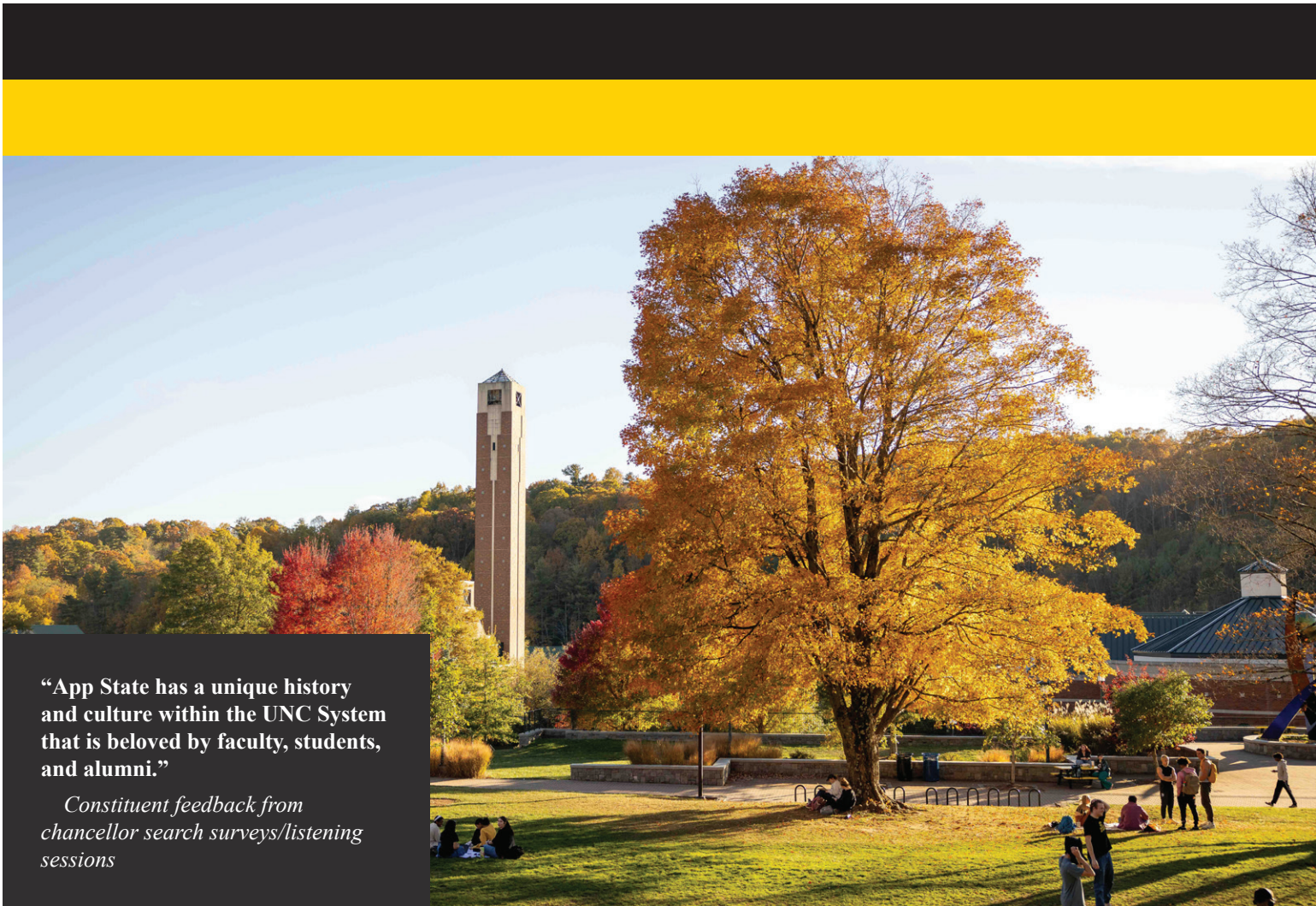
CHANCELLOR LEADERSHIP PROFILE



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Boone and Hickory, North Carolina

appstate.edu



“App State has a unique history and culture within the UNC System that is beloved by faculty, students, and alumni.”

Constituent feedback from chancellor search surveys/listening sessions

Chancellor

Appalachian State University, a constituent member of the University of North Carolina System, is actively seeking its next chancellor, who — with a strategic vision — will lead App State in support of its mission and commitment to educational access and excellence, working to advance the university’s status as a premier academic institution and an innovator in higher education.

Desired Qualifications and Characteristics

The next chancellor of Appalachian State University will demonstrate the following leadership skills and qualifications: Great capacity to lead and inspire. Chancellors are only as good as the teams they cultivate and empower. A great leader operates with trust, compassion and clear expectations to achieve strong results. Working effectively with a wide range of constituent groups, especially faculty, staff and students, as well as alumni and the wider community, is essential for a culture of collaboration and respect.

**2024
‘Best Employer’
in NC**

Forbes magazine

No. 3 in the UNC System

Graduation rate
(Fall 2017 cohort, 6-year rate)

Retention rate
(Fall 2022 cohort,
1st to 2nd year rate)

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Strategic vision. Universities are sprawling, decentralized organizations, and there is always a wealth of promising ideas competing for attention and resources. Being strategic and disciplined about areas of strength and investment — giving the institution a sense of focus and identity — is crucial for progress.

A clear devotion to the mission of public higher education. Founded as a teacher training school, App State has always embodied the best of public service and commitment to uplifting its region. An effective leader must continue to prioritize access and opportunity for the people of North Carolina.

A relentless focus on student success. Access is only meaningful if it leads to opportunity, and App State has an impressive record of graduating students on time and into promising careers. A far-sighted chancellor must sharpen that focus in a fast-changing economy and during a time of increased skepticism toward the value of college.

An appreciation for App State’s mountain heritage and its role in the region. This university is proudly rooted in the mountains and is a catalyst for art, education, sports and culture in North Carolina’s Blue Ridge Mountains. Honoring that identity and celebrating it to the wider world is a key responsibility of any App State leader.

A commitment to responsible growth. Boone is a fast-growing town, and App State is a big part of its appeal. A collegial, collaborative relationship with the community is essential for maintaining a thriving environment for students and residents alike.

A statewide perspective. Being part of the UNC System means making decisions not just in the best interest of an individual institution, but with the needs and interests of the entire state in mind. An effective chancellor finds ways to expand and improve within the broad priorities of the UNC System and public higher education.

Honesty and integrity. Earning and keeping trust, especially in an environment of competing interests and ideas, is vital in leading such an open and collaborative institution, and it demands the highest level of personal integrity, honesty and transparency.

Comfort with high-profile accountability. Public higher education is a lively enterprise, with a lot of stakeholders and inevitable controversies over big decisions. A confident leader will welcome that scrutiny as a sign of healthy interest in the state’s public universities.

Fiscal prudence and operational expertise. Sound financial management and operational efficiency are critical to serving the university’s many goals.

A commitment to academic excellence, academic freedom and freedom of expression. The university’s mission of teaching, research and service depends on scholarly excellence and the freedom of the faculty to pursue knowledge without fear or favor. We must also ensure that all members of the campus community are free to engage in open dialogue and civil discourse. A chancellor must be ready to defend those core principles.

In addition, the ideal candidate will possess an earned terminal degree or equivalent leadership experience, demonstrate a depth of understanding and appreciation for higher education, and have a proven track record of successful leadership, management and resource development at a major university or similarly situated and complex organization.

Key Areas of Focus

Sourced from App State Chancellor Search constituent surveys and listening sessions

Student-centered culture. Maintain a commitment to teaching and personal relationships by prioritizing student success and the faculty’s role in fostering a supportive learning environment. Ensure that every decision enhances the educational experience and supports the academic, social and personal growth of students.

Transparent, intentional and open communication. Explain decisions clearly and consistently, involve stakeholders in the decision- making process and be accountable for the outcomes.

Advocacy. Support faculty and staff recruitment and retention by advocating for better compensation, professional development opportunities and working conditions, particularly considering the cost of living in Boone and growing administrative demands. Serve as a strong advocate for App State, particularly in securing funding from the state, private donors and other external resources. Represent the university on all fronts with gravitas and integrity.

Local and regional engagement. Build and maintain strong ties with the local community and bridge the gap between the university and surrounding communities by fostering partnerships that benefit both.

Alumni relations. Strengthen alumni engagement and communications with respect to the strategic objectives of the university.

Preservation of Appalachian State University’s identity and values. Respect and build upon App State’s unique identity, history and culture, and ensure that new initiatives align with the university’s core mission, rather than a generic or external vision. Continue to foster the arts, research, academic and athletic programming.

Deliberate and strategic growth. Align the university’s growth with strategic initiatives and regional objectives. Ensure that expansion does not compromise the university’s mission or strain the resources of the local community.

Visibility and empathy. Serve as an empathic leader who is approachable, personable and authentic. Demonstrate a sincere understanding of the challenges faced by all different types of students, faculty and staff.



**Military Friendly[®]
School**
15th consecutive year
VIQORY 2024–25

**‘Best College’
in the U.S.,
Southeast for 2025**
The Princeton Review

**‘Top College’
in America
for 2024-25**
Forbes magazine

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About Appalachian State University

[Appalachian State University](#) celebrates 125 years of education leadership in 2024. A thriving institution, the university honors its founding commitment to educational access and excellence and its rural mountain heritage through teaching, research and service. As a premier public institution, App State shapes students into globally minded, responsible members of society who engage with and actively contribute to their communities.

**‘Best College’
for value**

Money.com

App State began as Watauga Academy, founded in 1899 by Dr. B.B. Dougherty, his brother, D.D. Dougherty, and D.D.’s wife, Lillie Shull Dougherty. The tiny rural academy quickly evolved into the Appalachian Training School for Teachers, then the Appalachian State Normal School, the Appalachian State Teachers College, and finally, in 1967, the four-year, comprehensive university it is today.

The **pioneering spirit** necessary to overcome the mountains’ hardships quickly characterized the institution, giving App State a special niche in higher education that continues today. After more than a century, students still feel the pull of this unique place to transform their lives, and App State has remained focused on providing students with educational experiences that are not only life-changing but world-changing. Alumni go on to earn advanced degrees, approach life entrepreneurially, build distinguished military careers, work overseas and engage in professions that take them in many directions, all while giving back to the communities in which they live and work.

With campuses located in the Blue Ridge Mountains and Catawba Valley, App State enrolls more than 21,000 students at its Boone and Hickory campuses and online, has a low student-to-faculty ratio and offers more than 150 undergraduate and graduate majors. The university also operates the [Appalachian State University Academy at Middle Fork](#), a literacy-focused lab school in Walkertown, NC, that serves approximately 274 students in kindergarten through fifth grade.

One of 17 institutions in the University of North Carolina System, App State is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, master’s, educational specialist, and doctorate degrees.

Learn more about [App State](#) and the [university’s history](#).

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Mission

Appalachian State University, a constituent member of the University of North Carolina System sustained by the generous support of North Carolinians, is a long-established public institution that honors our founding commitment to educational access and excellence and our rural mountain heritage through teaching, research and service.

The university’s vibrant culture shapes students into globally minded, responsible members of society who engage with and actively contribute to their communities.

Our exemplary faculty and staff prepare students in bachelor’s, master’s and professional doctoral programs to be the leaders of the future.

Vision

Appalachian State University aspires to strengthen its role as a leading public institution in the Southeast. We commit to empowering learners through innovative academic programs accompanied by experiences that take place beyond the classroom, access and excellence in all our activities, and the cultivation of scholarship, engagement and creativity.

Essential Character and Core Values

Founded in the Blue Ridge Mountains in 1899 to provide North Carolinians expanded access to education, Appalachian State University is located in a place of great beauty, cultural heritage and recreational opportunity. App State’s core values include:

- Faculty excellence in teaching and all forms of scholarship
- Student success
- Sustainability and resilience
- Public service and engagement with community
- Global perspective

**‘Best Bang for the Buck’
institution for 2024**

Washington Monthly

**‘Best for Vets’
College**

Military Times, 2023



“App State shapes students into globally minded students who contribute to their local communities and the local community also contributes to App State.”

Constituent feedback from chancellor search surveys/listening sessions

Governance and Leadership

UNC System and UNC Board of Governors

The [University of North Carolina System](#) (UNC System) is a treasured public institution supported through strong state funding and dedicated to serving the people of North Carolina through world-class teaching, research and community engagement. Appalachian State University is one of 17 constituent institutions composing the UNC System. A 24-member UNC Board of Governors, elected by the North Carolina General Assembly to staggered four-year terms, with the president of the UNC Association of Student Governments serving as a non-voting, ex officio member, oversees the System. The Board has responsibility for the policymaking, planning, management, and overall governance of the UNC System, and elects the System’s President to serve as the chief administrative and executive officer. Each institution’s Chancellor is also elected by the Board upon the nomination of the UNC System President. The Chancellor reports to the UNC System President.



“App was created to bring education and economic prosperity to the region.”

Constituent feedback from chancellor search surveys/listening sessions

UNC System President

The President serves as the chief executive and administrative officer of the UNC System. [Peter Hans](#) became the seventh president of the UNC System in August 2020. President Hans previously served as president of the North Carolina Community College System and prior to that was elected by the General Assembly to the State Board of Community Colleges and the UNC Board of Governors. President Hans earned a Bachelor of Arts from UNC-Chapel Hill and a Master of Liberal Arts in extension studies from Harvard University.

The Role of Chancellor

The Chancellor reports to the UNC System President and executes the policies established by the UNC Board of Governors and the App State Board of Trustees. As the chief executive of the institution, the Chancellor is responsible for all institutional operations, including administrative, academic, financial, student affairs, advancement, athletics and alumni affairs, and ensuring that the institution's affairs are carried out consistent with federal and state law and university policy. The Chancellor works closely with UNC Board of Governors, the President and UNC System leaders, and the App State Board of Trustees to ensure alignment between the institution's strategic initiatives and the [UNC System Strategic Plan: "Higher Expectations."](#) The Chancellor has overall responsibilities to strengthen existing institutional initiatives and foster new initiatives to ensure sustainability and forward progress toward successfully advancing the university's mission. The Chancellor will serve as the public face of the university, providing leadership across its campuses and being an active and contributing leader within the community, across North Carolina, among other higher education institutions and across the nation.

**2024 'Best'
for Online Programs**

U.S. News & World Report

**Among top 15%
of Southern
universities
for least student debt**

U.S. News & World Report

**2024 'Best
College'**

The Wall Street Journal

Appalachian State University Board of Trustees

Each institution within the System also has a Board of Trustees, to which the Board of Governors has delegated duties and powers for certain campus academic, administrative and budgetary functions. In addition to exercising these delegated duties, the Board of Trustees also serves in an advisory role to the Board of Governors and the Chancellor. App State has a 13-member [Board of Trustees](#), consisting of eight members elected by the Board of Governors, four appointed by the North Carolina General Assembly, and the president of the student body, who serves as ex officio.



Campus Locations

From the Appalachian Mountains to the Catawba Valley, Appalachian State University’s Boone and Hickory campus locations profoundly shape how our campus communities live, work and learn together.

Boone

Located at an elevation of 3,333 feet in North Carolina’s Blue Ridge Mountains, Boone has a small-town feel with numerous dining options and shops, as well as an environment rich with opportunities for outdoor recreation — including hiking, camping, rock climbing, canoeing and more. Boone is also home to a host of arts and cultural events and programming, many of which are offered by the university. The local UNC Health Appalachian consists of three hospitals, 13 medical practices, a cancer center and a rehabilitation center. Watauga County Schools system has a long-standing reputation as one of the best in the state, with students consistently outperforming their statewide peers on the state’s standardized tests.

Hickory

The City of Hickory offers small town charm and big city amenities, including ample recreational opportunities, along with a vibrant arts scene and a diverse range of shopping, dining and entertainment destinations. With a rapidly growing economy, Hickory serves as the regional hub of the Hickory-Lenoir-Morganton metropolitan statistical area and is conveniently located about an hour from Boone, Charlotte, Asheville and Winston-Salem. Hickory’s comprehensive Catawba Valley Health System comprises the Catawba Valley Medical Center, Catawba Valley Medical Group and Catawba Medical Foundation, offering primary and specialty care providers, an acute care facility and urgent care facilities. The award-winning Hickory Public Schools district serves approximately 4,100 students.

Online

App State Online provides high-quality, accredited and flexible degree and certificate programs designed to meet the needs of a diverse set of learners, helping students build their careers and enhance their lives. Our seamless online programs offer both synchronous and asynchronous options, using the latest in innovative technology to provide highly interactive, engaging and academically rigorous coursework. App State is recognized among the nation’s best schools for online education, according to U.S. News & World Report, which named the university in its “2024 Best Online Programs” rankings.





“Because of our location and emphasis on undergraduate education, we draw many students who want their college years to be meaningful.”

Constituent feedback from chancellor search surveys/listening sessions

Best Places to Live and Play

Boone

National Geographic magazine

One of the Safest Cities in NC

Boone

SafeWise.com

Best Places to Live in NC

Hickory

U.S. News & World Report

No. 1 Most Beautiful and Affordable Places to Live in the U.S.

Hickory

Travel + Leisure magazine

Student Demographics

The Mountaineer student population at Appalachian State University includes individuals from across the state, nation and world and from all backgrounds.

For fall 2024, the university has experienced historic enrollment, with 21,570 students among the App State Community. The fall 2024 class includes the largest online student population to date.

Fall 2024 App State enrollment:

21,570 students

19,560 undergraduate

2,010 graduate

4,038

new first-year students

5,160

transfer students

2,517

App State Online students

372

military-affiliated students

(student veterans and active-duty
military members)

5,714

undergraduate students
from rural populations (32.5% of the total
undergraduate population)

6,221

first-generation undergraduate students

(32% of the total undergraduate population)

19,347

in-state students

2,223

out-of-state students

The App State Experience

The Appalachian State University Experience encompasses everything that makes App State extraordinary: the engaging academic environment, the dynamic and integrated arts programs, championship-winning Mountaineers athletics and the two best natural resources — the people and the university’s settings in the Blue Ridge Mountains and Catawba Valley. Students are provided countless life-changing opportunities that help them develop as unique individuals within the supportive App State Community. This experience brings people together in inspiring ways to acquire and create knowledge, to grow holistically and to act with passion and determination.

Students choose App State because they can:

- Engage in critical inquiry with a community of scholars
- Discover and demonstrate their passion through research or performance that prepares them as excellent candidates for a wide range of careers
- Travel the nation and the world to learn about themselves and the world around them
- Engage with communities at home and across the world
- Create lifelong bonds and friendships with faculty and fellow scholars
- Develop a deep and holistic understanding of sustainability
- Channel their desire to make a difference into effecting real and lasting change in the world

The university’s status as both a leader and an innovator in higher education — for its academics, innovation and value — is consistently recognized by national publications such as U.S. News & World Report, The Princeton Review, Forbes magazine, The Wall Street Journal and others. App State has been named the South’s No. 1 Most Innovative School by U.S. News for four consecutive years, with the publication ranking the university No. 2 in Top Public Schools, No. 2 in Best Undergraduate Teaching and No. 2 in Best Colleges for Veterans in the South for 2024. For 15 years in a row, App State has earned the Military Friendly® School designation awarded by VIQTORY, in recognition of its efforts to help military-affiliated students thrive on campus and in the surrounding community.



**No. 5 in the nation for study abroad
among master’s institutions**

2023 Open Doors Report

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Nationally Recognized for Innovation, Value and Student Support

National publications consistently rank Appalachian State University among the “Best” and “Top” higher education institutions in the nation — and the Southeast. U.S. News & World Report, The Princeton Review, Forbes magazine, The Wall Street Journal and others have recognized the university for its academics, value, innovation, student veteran services and programs to enhance the first-year experience, among other aspects.

U.S. News ‘Best College’ rankings for 2024:

(Among Southern institutions)

No. 1
Most Innovative School
4 years in a row

No. 2
Top Public School

No. 2
Best Undergraduate Teaching
7 years in a row

No. 2
Best College for Veterans
3 years in a row

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Above: *This view of App State’s Boone campus features the National Pan-Hellenic Council Plots and Garden in the foreground, the university’s Aspire Sculpture on Sanford Mall, and the Belk Library and Information Commons in the background.*

Strategic Planning

Appalachian State University’s Strategic Plan 2022-2027 — “Empowering Human Potential through the Appalachian Experience” — addresses our fundamental purpose of teaching, research and service; our key pillars of sustainability, resilience and diversity of thought, belief and community; and our priority to invest in our employees.

The plan includes six strategic priorities:

- Providing exceptional educational experiences
- Advancing research, innovation and creativity
- Advancing local, regional and global engagement
- Cultivating a supportive university community focused on student success
- Investing in faculty and staff excellence
- Strengthening resilience and sustainability



Above: App State’s Levine Hall of Health Sciences is the largest building on the Boone campus. It was the first completed project as part of the \$2 billion Connect NC Bond referendum approved by voters in March 2016. Nearly 3,500 students in App State’s Beaver College of Health Sciences study in this state-of-the-art facility, which enhances collaborative efforts across the disciplines and fosters a patient-centered practice model.

For each of the plan’s strategic priorities, metrics, benchmarks and procedures will help assess impact. Assessment tools will include a universitywide financial plan, climate action plan, strategic plan for the research/creative endeavors enterprise and a comprehensive fundraising campaign, as well as [UNC System performance metrics](#) related to student success.

Facility Investments that Empower Mountaineer Potential

At Appalachian State University, numerous capital improvements are underway to elevate the App State Experience. The projects, which include the construction of new facilities and renovations to existing structures, totaled \$327 million as of March 2024, representing one of the largest infrastructure investments in the entire University of North Carolina System.

Through these projects, the university aims to enhance teaching, research and scholarship; contribute toward universitywide sustainability goals; address a need for high-quality, affordable housing for App State employees; improve the overall experience for student-athletes; enhance campus parking and dining amenities; ensure safer campus pathways; and expand regional access to an App State education.

All of the projects align with the university’s strategic priorities and master planning, as well as App State’s goals and metrics associated with the University of North Carolina System’s strategic plan, “Higher Expectations.”

App State has received nearly \$200 million in state-allocated funding through North Carolina’s 2021–2023 and 2023–2025 biennial budget bills to support the advancement of capital improvement projects at the Boone and Hickory campuses. This state funding is key to upgrading and expanding campus facilities to foster a more modern and efficient learning environment for students and faculty.

Visit the [App State’s Future website](#) for more information on capital improvement projects.

Academic Excellence

With high job placement rates, Appalachian State University's more than 150 undergraduate academic degree programs are aligned with the workforce development needs of the state's industries and prepare students to excel in their future careers, as well as in graduate studies. App State's more than 80 graduate degree programs and certificates help students deepen their knowledge and advance in their careers, with programs that are ranked among the best in the nation. Nearly every App State degree program has a positive return on investment for North Carolina students, according to a 2023 UNC System study.

**No. 1 in the
nation
for National Board
Certified Teachers**

8th consecutive year

Newly launched academic programs include the [online bachelor's degree in veterinary technology](#), undergraduate degree programs in professional studies, health sciences and [cybersecurity](#), as well as a [new master's degree in occupational therapy](#). As part of a statewide effort to expand higher education access to millions of working adults in North Carolina, App State has partnered with Project Kitty Hawk, an ed tech nonprofit funded by the NC General Assembly, to offer five streamlined [App State Online](#) programs in 2024–25. The degree programs in health care management, supply chain management, accounting, criminal justice, and organizational leadership and learning are tailored for nontraditional learners, typically students ages 25–44.

App State is home to nine academic colleges and schools:

The [Beaver College of Health Sciences](#), opened in 2010, is transforming the health and quality of life for the communities in North Carolina and beyond through interprofessional collaboration and innovation in teaching, scholarship, service and clinical outreach. The college offers 10 undergraduate degree programs, nine graduate degree programs and four certificates across six departments: Nursing, Nutrition and Health Care Management, Public Health and Exercise Science, Recreation Management and Physical Education, Rehabilitation Sciences, and Social Work.

The [College of Arts and Sciences](#) is home to 17 academic departments, two centers and one residential college spanning the humanities and the social, mathematical and natural sciences. The college is dedicated to providing instruction and research essential to the university's mission and seeks to cultivate the habits of inquiry, learning and service among all its constituents. More than 6,400 student majors are enrolled in the college.



The [College of Fine and Applied Arts](#) is a dynamic and innovative group of seven academic departments, bringing together a variety of perspectives, experiences and real-world education to provide unique opportunities for student success. Its departments are Applied Design, Art, Communication, Military Science and Leadership, Sustainable Development, Sustainable Technology and the Built Environment, and Theatre and Dance. The college enrolls more than 3,000 undergraduate and graduate students.

The [Hayes School of Music](#) prepares young musicians for professional lives as performers, composers, music educators, music therapists, conductors and music industry professionals, ensuring the next generation of musical leadership for the state, region and nation. Noted for quality instruction by national and internationally recognized faculty musicians, the school offers four undergraduate degree programs and three graduate-level programs.

The [Reich College of Education](#) — one of the largest undergraduate teacher preparation programs in North Carolina — enrolls more than 2,000 students in its bachelor's, master's, education specialist and doctoral degree programs, with about 500 teachers graduating each year. With so many teacher education graduates working in the state, there is at least one Reich College alum teaching in every county in North Carolina.

[University College](#) consists of the university's general education program, faculty and student support, and co-curricular programming and support — all designed to support the work of students both inside and outside the classroom. All students at App State begin their education in University College and benefit from its programs until they graduate. The college offers a bachelor's degree in professional studies.

The [Walker College of Business](#) delivers transformational educational experiences that prepare and inspire students to be ethical, innovative and engaged business leaders who positively impact their communities, both locally and globally. Enrolling approximately 4,000 undergraduates in 10 majors, Walker College has the highest enrollment of full-time undergraduate students in the UNC System, and more than 200 graduate students are enrolled in the college's three master's programs. Walker College is accredited by AACSB International — the premier global accrediting body for business schools.

2024 Phi Theta Kappa Transfer Honor Roll institution

for supporting transfer student success

Solar Vehicle Team Top 3 podium finishes

since 2016

#1 — 2021

#2 — 2023

#2 — 2022

#2 — 2024

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The [Williams School of Graduate Studies](#) helps individuals reach the next level in their career advancement and preparedness. The school offers 80 graduate degree and certificate programs — both in person and online — in a range of disciplines, including doctoral programs in education and psychology. The graduate school enrolls nearly 2,000 students.

The [Honors College](#) serves a group of high-achieving, high-potential, highly motivated App State students from all majors. The college helps students develop independent and creative thinking and high-level research skills; promotes interdisciplinary inquiry; and nurtures cultured and caring exchanges of ideas. Its enhanced academic experience prepares students for success in graduate or professional school and for leadership roles in their lives, communities and careers.

Other Academics Units

The [Watauga Residential College](#) is a specialized academic program where interdisciplinary classes are discussion-based seminars that allow students to pursue topics of interest to them within the context of the class. This program provides an opportunity for students to become engaged in learning at a deep level through class discussions and research projects, and to integrate knowledge from a variety of disciplines to gain a complete perspective on a topic.

[University Libraries](#) supports App State’s mission of learning, teaching, advancing knowledge, engagement and effectiveness. The unit comprises Belk Library and Information Commons, Nicholas Erneston Music Library and Hickory Library and Information Commons, which provide academic resources for all students and faculty. Together, the libraries house over 650,000 physical books, more than 1.1 million e-books, 18,400 journal subscriptions and more than 500 electronic databases.

Top 10 undergraduate majors

(2023-24)

Psychology
Exercise Science
Marketing
Biology
Management

Building Sciences
Elementary Education
Computer Science
Finance and Banking
Nursing

16:1
student-to-faculty ratio

25
average class size

91.5%
of undergraduates are employed and/or enrolled at a postsecondary institution
within 1 year of graduation



“Our strength is our sustainability.”

Constituent feedback from chancellor search surveys/listening sessions

Investing in Student Success

Appalachian State University is committed to making an App State education accessible for all students. Each academic year, the university awards an average of \$25 million to students based on need, as well as academic and athletic achievement, with nearly \$5 million in outside aid awarded to App State students annually. In recent years, the university has been able to award scholarships and aid to nearly 40% of students, based on scholarly abilities, academic achievements and financial need.

And, according to recent reports from The Institute for College Access and Success (TICAS) and U.S. News & World Report, [Mountaineers graduate with lower student loan debt loads](#) than those of their statewide and national peers. In its 16th annual report on student debt, TICAS ranked the university as No. 4 among four-year public and private NC higher education institutions for lowest average student debt (2019–20 graduates). As part of its 2024 rankings, U.S. News & World Report recognized App State within the top 15% of public and private Southern colleges and universities where graduates carry the lightest debt loads (2020 and 2021 graduates).

**No. 4 for lowest average student loan debt
among public and private NC higher education institutions**

(Institute for College Access and Success, 2019-20 cohort)

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70%

**of App State students receive
some form of financial aid**

25%

**of App State students graduate
with zero college debt**

\$5+ million

in savings for App State students through textbook rental program

(2022–23)

94%

**of UNC System undergraduate degree programs have a positive return on investment
for graduates**

91%

of UNC System graduate degree programs have a positive return on investment for graduates

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“The personal relationships that faculty have with their students has made App what it is and will sustain us going forward.”

Constituent feedback from chancellor search surveys/listening sessions

Expert Faculty

Appalachian State University attracts and retains an exceptionally talented and committed faculty who work closely with their students inside and outside the classroom. App State faculty members are known for using innovative, interdisciplinary and integrative teaching methods, being dedicated to research and student mentorship, and investing in new strategies and technologies. Nearly all full-time faculty hold terminal degrees in their disciplines (doctorate, first professional degree or master’s degree). In the 2023–24 academic year, the university had more than 3,500 employees (full- and part-time faculty and staff).

The [Center for Excellence in Teaching and Learning for Student Success](#) at App State is dedicated to growing excellence in teaching and learning, leadership, and supporting faculty professional development and student success. The center provides workshops, courses, learning communities and resources covering a variety of topics to support faculty at all career stages.

Additionally, the [Chancellor’s Appalachian Leadership Development Program](#) provides formal assistance and training to a group of selected App State faculty and staff in their exploration and development of leadership capabilities.

App State Faculty Senate

Comprised of approximately 50 members from across the university (plus three ex-officio), App State’s [Faculty Senate](#) advises the Chancellor on institutional matters that are of interest and concern to the faculty. To this end, Faculty Senate participates in the formation, implementation and review of university policy, working in close partnership with the chancellor, the provost and university deans.

Professional Staff

The hard work and dedication of Appalachian State University's more than 2,000 staff are what ensures the university is able to run efficiently and effectively — day after day, 365 days a year. Additionally, our staff's engagement with our greater community contributes to a positive and welcoming work environment, and strengthens App State's relationships with the local communities we serve.

App State Staff Senate

Staff Senate acts as a governing body for SHRA and EPS employees at App State, representing the voice of staff among administration, faculty and the campus community. Its elected representatives work closely with university administration and the UNC System Staff Assembly to address issues and develop best solutions for App State staff and the university community — ensuring staff work in a positive, respectful atmosphere with potential for their own professional and personal development.

Each year, App State's Staff Senate organizes the university's annual AppKIDS Day — a shopping event that provides 100 underprivileged K-12 students in Watauga County Schools with winter clothing, hygiene and snack food items. App State faculty and staff, using donated funds, volunteer their time to mentor and guide these children on AppKIDS Day.

Research and Creative Activity

Appalachian State University encourages undergraduate and graduate research, which gives students the opportunity to work side by side with their professors on meaningful research or creative endeavors and then present their findings at regional, national and international conferences. Students who engage in research are able to apply knowledge from the classroom to real-world experiences and learn how to problem-solve, effectively communicate and analyze complex issues.

The [Office of Research and Innovation](#) supports the scholarly and creative activities of App State faculty, staff and students by expanding access to and facilitating the management of research opportunities. And the [Office of Student Research](#) supports opportunities for undergraduate and graduate students to engage in research and mentored scholarship at App State. Each year, the university celebrates the research, scholarship and creative endeavors of App State faculty, staff and students through the [Research and Creative Activity at Appalachian](#) and [Celebration of Student Research and Creative Endeavors](#) events.

In fall 2023, App State's Office of Research and Innovation completed the university's first [Strategic Plan for Research, Scholarship and Creative Activities](#) — a roadmap to facilitate the advancement of research, innovation and creativity, which is one of the university's six strategic priorities. The university will begin implementing the plan's action items in fall 2024.

App State is home to eight world-class research institutes and centers:

[Research Institute for Environment, Energy and Economics](#)

Since 2008, App State's Research Institute for Environment, Energy and Economics (RIEEE) has fostered interdisciplinary research on the environment, energy and economics, especially the areas in which these subjects intersect. The work supported by RIEEE is integrated into App State's academic programs, used to facilitate discovery among K-12 student students and teachers and employed in the region's economic development.

[Appalachian Energy Center](#)

The Appalachian Energy Center leverages the expertise of faculty, staff and students from across the university to conduct applied research and to provide services and education in support of the development and deployment of renewable energy technologies, policies and economics.

[Center for Economic Research and Policy Analysis](#)

The Center for Economic Research and Policy Analysis is a campuswide, multidisciplinary unit dedicated to improving policy and decision-making by producing rigorous research and disseminating relevant information on current economic and policy issues.

[Appalachian Institute for Health and Wellness](#)

The Appalachian Institute for Health and Wellness (App Well) supports health and wellness research, interprofessional clinics and community outreach programs. The institute partners with the community to better prepare App State students to become exceptional practitioners throughout the region and beyond.

[Center for Appalachian Studies](#)

The Center for Appalachian Studies promotes public programs, community collaboration, civic engagement and scholarship on the Appalachian region.

[Transportation Insight Center for Entrepreneurship](#)

The Transportation Insight Center for Entrepreneurship, located in the university's Walker College of Business, helps App State students — regardless of major — faculty, staff and alumni conceive, develop, incubate and launch new business ventures, turning their ideas into reality.

[Center for Judaic, Holocaust and Peace Studies](#)

The Center for Judaic, Holocaust and Peace Studies works to strengthen tolerance, understanding and remembrance by increasing the knowledge of Jewish culture and history, teaching the history and meaning of the Holocaust and utilizing these experiences to explore peaceful avenues for human improvement and the prevention of further genocides.

[Alliance for Research on Regional Colleges](#)

The Alliance for Research on Regional Colleges, housed in App State's Reich College of Education, is a research collaborative and resource hub dedicated to increasing appreciation for and understanding of regional colleges and their contributions to opportunity and community well-being.

Learn more about the [research of App State faculty and students](#).

**Top Producer of
Fulbright Scholars
& Students**

who study, teach and/or research abroad

2/3
of grant funding
typically goes toward undergraduate
research and creative endeavors
with faculty



Above: The Nexus research project at the university's Nexus greenhouse in Boone is developing greenhouse heating technologies that use agricultural waste. Grace Waugh, a 2023 graduate who earned her bachelor's degree in sustainable technology, focused her honors research in this area.

A Leader in Sustainability

At Appalachian State University, [sustainability](#) is not a trend — it's a tradition. We are active stewards of our state's interconnected financial, cultural and natural resources, and the university's leadership in sustainability is known nationally. Through engaged scholarship, we balance critical, creative and global thinking in a living laboratory, transforming theory into practice and fostering responsible citizenship.

Numerous sustainability initiatives and programs are in place at App State to support the resilience of our campus and local communities — such as the [Zero Waste Stadium](#) and [composting](#) programs, as well as the [Mountaineer Food Hub and Free Store](#). With Zero Waste Stadium, nearly 30,000 pounds of material was diverted from the local landfill during the 2023 football season, through volunteers' recycling and composting efforts at Kidd Brewer Stadium. This initiative has also expanded to some home basketball and baseball games. In the 2022–23 academic year, about 250 tons of food waste was composted on the Boone campus, which in turn cut carbon emissions by about 500 tons. The Office of Sustainability's Mountaineer Food Hub and Free Store, open to students, faculty and staff, serves as a means to address food insecurity and resource consumption within the campus community, providing staple foods, fresh produce, bread,

breakfast items and personal care products, as well as interview clothing, winter gear, school supplies, household items and various other goods.

Since 2012, App State has hosted the [Appalachian Energy Summit](#) — a platform through which UNC System campuses and state agencies have worked together to [avoid \\$1.96 billion in energy costs](#) since 2002–03. This multi-day event brings together faculty, staff and students from colleges and universities, as well as energy managers and visionaries, and government and industry leaders to share ideas and put into action ecological, financial and social processes designed to improve energy efficiency across the UNC System, the state and beyond.

This fall, App State launched its new, five-year Quality Enhancement Plan (QEP) — [Pathways to Resilience](#) — which is designed to prepare students to address climate resilience needs and opportunities across multiple disciplines, equipping them for the careers of tomorrow. The effort will cultivate students’ resilience and confidence to excel in fields that are evolving to respond to climate disruption in ways that reduce harm and improve the well-being of communities, from local to global.

App State’s interdisciplinary, student-led team solar vehicle team, [Team Sunergy](#), began in fall 2013 — as a class project to build a solar-powered golf cart — and has evolved into an internationally recognized program that has achieved podium finishes in every year of competition in both the Formula Sun Grand Prix (FSGP) and the American Solar Challenge (ASC), including a [first-place finish in the 2021 ASC](#). Both races set the standards for and test the limits of solar vehicle technology. Most recently, [Team Sunergy secured second place in the 2024 FSGP and ASC](#).





2,000+
courses incorporate sustainability

27%
of food served is sourced locally
 — often from the university's
[Sustainable Development Teaching and Research Farm](#)

100+
tons of pre-consumer organic material
 composted yearly

40%
of university waste diverted from landfills
 through reduction, recycling and composting

Among the nation's **Top Green Colleges**

The Princeton Review

Community and Civic Engagement

App State is recognized nationally in the areas of community and civic engagement and service-learning. This work sets us apart from other institutions and leads us all to value how our lives, no matter our professions, can become more meaningful by serving others. App State's commitment to service is evidenced across the university and beyond, which led to a community engagement classification by the Carnegie Foundation.

The [Office of Community-Engaged Leadership](#) engages students in academic, experiential and community-oriented programs that enhance their capacity to serve and lead in socially responsible ways for the benefit of their local and global communities.

Additionally, approximately 1,200 App State students participate in [service-learning courses](#) each academic year, taking part in service activities that benefit the local community while gaining further understanding of course content — as well as an enhanced sense of personal values and civic responsibility.

For 2024–25, App State Student Affairs and Academic Affairs have collaborated to implement a universitywide [Civic Literacy Initiative](#). This initiative aims to foster a nonpartisan, civically engaged and informed campus community, with a goal of developing students into impactful citizens and leaders who can navigate complex conversations, increase democratic engagement, and build strong community ties through experiential learning.



\$9+ million
contributed to the local community
through student volunteer hours

100+
local nonprofit organizations served each year

Regional and statewide economic impact

In fiscal year 2021–22, Appalachian State University contributed nearly \$573 million in added income to the region's economy and \$2.2 billion in added income statewide — during a time when the nation, state and region were still recovering from the effects of the global pandemic. This was accomplished through the university's operations, construction, visitor, and student spending; volunteerism; and the increased earnings and productivity of alumni.

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These findings are from [an economic impact study](#) conducted by Lightcast, a labor analytics firm, which assessed App State’s impacts on the regional and statewide economies and benefits for students, taxpayers and society. The region assessed in the report included the counties of Watauga, Ashe, Avery, Caldwell and Wilkes.

Additionally, the study found that the university’s \$573 million net impact on the region is equivalent to supporting 8,902 jobs — or one out of every 14 jobs in the five counties.

Supporting business development

Since 2018, App State’s Small Business and Technology Development Centers (SBTDC) in [Boone](#) and [Hickory](#) have served nearly 1,000 clients, helping create or retain over 1,600 jobs and assisting with \$65.6 million in capital formation. Over the five-year period, SBTDC clients experienced \$33 million in sales growth. The SBTDC Hickory office serves Alexander, Burke, Caldwell, Catawba, Cleveland, Gaston and Lincoln counties, while the Boone office serves Alleghany, Ashe, Avery, Mitchell, Watauga, Wilkes and Yancey counties.

SBTDC — an advisory resource for growing and developing businesses hosted by campuses of the University of North Carolina System — has operated at App State since 1989. The organization operates in partnership with the U.S. Small Business Administration, making it a valuable asset in the economic development infrastructure of North Carolina.

Fundraising

Appalachian State University, including athletics, raised more than \$47 million in fiscal year 2024, marking the most successful fundraising year in the institution’s history. Since 2014, App State’s endowment has grown to \$172 million, more than doubling in value.

Mountaineers across the world show their support for App State during [iBackAPP Day](#) — the university’s annual celebration of giving. For the 11th annual event, held in March 2024, the university raised [over \\$1.8 million in support of students, faculty and staff](#), as well as more than 200 university programs, breaking the previous iBackAPP fundraising record. Of this funding, more than \$1.2 million supports student scholarships — playing a crucial role in App State’s mission to make higher education more accessible.

State Funding Support

Appalachian State University has received nearly \$700 million in state-allocated funding through North Carolina’s 2021–2023 and 2023–2025 biennial budget bills — a substantial investment of taxpayer dollars supporting key compensation increases for university employees, as well as merit-based salary increases and bonuses, along with enrollment growth, App State’s lab school — the Academy at Middle Fork, and capital repairs and renovations. This strong support reflects the state’s confidence in App State as a leading institution that continues to fulfill its founding mission: to ensure access to higher education for the people of North Carolina, and beyond.

Of this funding, nearly [\\$200 million supports the advancement of capital improvement projects](#) at both the Boone and Hickory campuses. State funding is key to upgrading and expanding App State campus facilities to foster a more modern and efficient learning environment for students and faculty. Major university infrastructure projects supported by these allocations include renovations to the [App State Hickory campus](#), as well as renovations to Peacock, Wey and Edwin Duncan halls and the development of App State’s [Innovation District](#). These projects align with the university’s [strategic goals](#).

**App State has received
nearly \$400 million**

in state-awarded allocations for fiscal years 2023–24 and 2024–25



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The Arts at App State

Appalachian State University hosts vibrant arts and humanities programming year-round to enrich the cultural and intellectual climate of its campus communities and the region. From theater, to music, to the visual arts, there's a cultural event nearly every day of the year at App State.

Presented by App State's Office of Arts Engagement and Cultural Resources, [An Appalachian Summer Festival](#) is the university's monthlong annual celebration of the performing and visual arts, with a mix of music, dance, theater, visual arts and film programming held in venues across the Boone campus. Over its 40 seasons, the festival, which began as a chamber music series, has evolved into one of the nation's most highly celebrated arts events, respected for both the breadth and quality of its artistic programming.

App State's Boone campus is home to 14 exhibition and performance venues, including the [Schaefer Center for the Performing Arts](#) — a state-of-the-art, 1,660-seat venue that is home to a multitude of campus and community events, as well as visiting artists from across the region, nation and world — and the [Turchin Center for Visual Art](#), which features six galleries with changing exhibitions of contemporary artworks by regional, national and international artists.

The Schaefer and Turchin centers offer arts education and outreach programs throughout the year for students and teachers across Western North Carolina, including the [APPlause! K-12 Performing Arts Series](#). In recent seasons, more than 8,000 regional K-12 students have attended the series' affordable music, dance, film and theater events. Learn more about the [arts at App State](#).

600+ arts and humanities events hosted annually

Student workshops at the Turchin Center

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Above: App State's Kidd Brewer Stadium, also known informally as "The Rock," routinely sells out home football games to crowds of more than 30,000. ESPN named the stadium a Top 25 Stadium in America for 2024, citing it as "one of the most beautiful scenes in all of college football."

App State Athletics

The Appalachian State University athletics program provides significant economic impact to the High Country region and enriches the local community through meaningful service initiatives. App State student-athletes are students first. They are celebrated for their dedication and work ethic, which result in excellence in their sport and exemplary performance in the classroom. App State has earned the Sun Belt Conference's Institutional Graduation Rate Award three times since 2015, and the spring 2024 semester marked the 12th consecutive year that Mountaineer student-athletes have earned a cumulative GPA above 3.0. The university's nationally recognized football team has enjoyed unprecedented success at the highest level of Division I (Football Bowl Subdivision), with six bowl wins in its first six years at the FBS level and four Sun Belt Conference championships.

More than 400 Mountaineer student-athletes compete in 17 NCAA Division I varsity sports. All varsity teams, except field hockey (MAC) and wrestling (SoCon), compete in the Sun Belt Conference. Visit appstatesports.com to learn more about App State Athletics, including the [annual report](#), which highlights the program's success both on and off the field.

Student tickets
to all home games — for all sports

70%
of all student-athletes receive some
sort of athletic aid

\$3.5+ million in student-athlete scholarships raised through
Yosef Club contributions each year

34,734 average home football attendance in 2023

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Mountaineer Wellness, Health and Safety

The safety, health and well-being of all campus community members is a top priority at Appalachian State University. [Appalachian Cares](#) is the university's online hub for wellness, health and safety information, resources and support for App State students, faculty and staff. Learn more about these resources below.

[Wellness and Prevention Services](#) serves all students through the promotion of healthy behaviors, risk behavior modification services and advocacy for campuswide health policies, which facilitate student success and holistic well-being.

[Student Health Service](#) is a primary care health clinic helping to meet the needs of App State students at both the Boone and Hickory campuses. It offers clinical and laboratory services and advises on safety, health and environmental concerns at the university.

[Counseling and Psychological Services](#) assists the App State Community in maximizing the personal growth and development of its members. Services are primarily offered to students and focus on education, prevention, remediation and crisis management.

[Counseling for Faculty and Staff](#) provides confidential counseling, consultation, training and referrals for concerns that impact the personal and professional lives of App State faculty, staff and their immediate families.

[Health Promotion for Faculty and Staff](#) provides App State staff, faculty, retirees and their spouses/domestic partners with programs and services that help to promote a healthier lifestyle and a better quality of life.

[The App State Police Department](#) supports the university's academic mission by working in partnership with the campus community to prevent crime, solve problems and improve the quality of life on campus. State-certified police officers, security officers and civilian employees compose the department.

[AppState-ALERT](#) is the university's 24/7 emergency messaging system. Using a combination of text messaging, voice messaging and web technologies, AppState-ALERT is designed to provide students, faculty and staff members with timely information in the event of a campus emergency.

[Disability Resources](#) at App State oversees access needs, applicable university resources/support, and eligibility of appropriate accommodations based on disability for students and visitors. This unit is also responsible for oversight of accessibility of programs, services and activities; disability compliance requirements; and the facilitation of removing existing disability-related barriers within the built environment.



Environmental Health, Safety and Emergency Management works in coordination with other university departments to support App State’s commitment to campus safety. The office’s primary responsibility is environmental health, safety and emergency management functions across App State’s Boone and Hickory campuses.

Case Management provides individualized support to help students navigate a variety of concerns, such as interpersonal and domestic violence, general student difficulties, concerned parents or family emergencies, situations that occur off campus, health and wellness, and more.

Alumni Engagement

Nearly 150,000 living Appalachian State University alumni are located across the state, nation and world, making lasting and impactful contributions to their respective communities. The [App State Alumni Association](#) creates and fosters communities of App State alumni, supporting nearly 30 regional alumni networks in North Carolina and across the nation. Alumni Association programs and events provide all App State alumni populations with meaningful engagement opportunities to network — connecting Mountaineers with each other and their alma mater.

Each year, as part of Alumni Weekend, the Alumni Association confers the university’s [Alumni Awards](#), which recognize Mountaineer alumni who have made a lasting impact on society and the university through their outstanding professional, philanthropic and volunteer accomplishments. Additionally, awardees from each of the university’s colleges are honored for their accomplishments in their respective fields, as well as for their continued service and engagement with the university community.



Application Procedure for Candidates

Individuals interested in being considered for the Chancellorship of Appalachian State University must submit a letter of interest and a curriculum vitae/resume to chancellorsearch@northcarolina.edu. Review of application materials will begin immediately and continue until the position is filled. Candidates will be notified before references are contacted.

The App State Search Advisory Committee (SAC) will consider candidates and conduct interviews. The committee will recommend at least three unranked candidates to the App State Board of Trustees, which will then recommend at least three unranked finalists to the UNC System President. The president will nominate one candidate to the UNC Board of Governors for election.

Under North Carolina law, the names and personal information of candidates remain confidential throughout the search process and beyond.

Points of Contact

- Confidential inquiries, nominations and applications should be directed via electronic mail to chancellorsearch@northcarolina.edu.
- For other questions, contact Lynn Duffy, senior associate vice president for leadership development and talent acquisition, UNC System Office, at lsduffy@northcarolina.edu.

For more information about the search process, please visit the Appalachian State University chancellor search website at chancellor.appstate.edu/search.

Equal Employment Opportunity Statement

Appalachian State University is committed to providing equal opportunity in education and employment to all applicants, students and employees. App State does not discriminate in access to its educational programs or activities, or with respect to hiring or the terms and conditions of employment, on the basis of age, color, disability, gender, gender expression, gender identity, genetic information, national origin, political affiliation, race, religion, sex (including pregnancy), sexual orientation or veteran status. App State actively promotes diversity among students and employees.





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