

MINUTES  
Chancellor Search Committee Meeting  
January 4, 2008  
Alexander Room, EUC

Committee members present: Rebecca Adams, Kate Barrett, John Bryant, Linda Carlisle, Earlene Hardie Cox, Kathryn Crowe, Keith Debbage, Betsy Ervin, William Hart, Stephen Hassenfelt, Louise Ivanov, Randall Kaplan, Ed Kitchen, Karen McNeil-Miller, Charles Tedder, Jim Weeks, Suzanne William,

Others in attendance: Miriam Barkley, Skip Capone, Steve Gilliam, Helen Hebert, Amanda Lehmert, Ann Lemmon, Sharlene O'Neil, Margaret Patton, WFMY photographer, WXII photographer

The first meeting of the Chancellor Search Committee began at 1:33 pm. Steve Hassenfelt, chair, Board of Trustees and chair, Chancellor Search Committee presided. Mr. Hassenfelt gave opening remarks, and asked each member of the search committee to introduce themselves.

President Erskine Bowles then addressed the group. He praised Pat Sullivan and noted her many accomplishments and highlighting her national status as a leader in higher education and her commitment to putting students first. President Bowles stated that the chair had picked a wonderful group, and that this is the most important job the committee will ever have for UNCG and for the Triad. He promised the committee would have the resources they needed but the committee was to use them wisely. He noted that the committee would recommend three finalists, unranked, and he would choose one name to send to the Board of Governors for confirmation. Bowles cautioned the group to speak with just one voice, through the chair of the committee. When Bowles was asked his views on academic credentials, he indicated that academic credentials are important to be effective leader of the university, and it was up to the committee to make the determination on that issue.

President Bowles then gave his criteria for a new chancellor: 1) a leader who is as driven as Pat Sullivan to take UNCG to the next level; 2) someone who has passion; 3) someone who is a good administrator; 4) enormous people skills; 5) strong commitment to undergraduate education and research; 6) someone who would buy into the UNC Tomorrow report; 7) a good partner for Stanley Battle at A&T in a cooperative relationship not just with Gateway but other academic and research endeavors; 8) someone who will work with the university system and with the other universities; 9) a good community activist; and 10) a proven fundraiser. A question and answer session followed. Ann Lemmon, Associate Vice President for Human Resources, will represent President Bowles on the task force.

Chairman Hassenfelt thanked President Bowles and then outlined his expectations for the committee. The committee is mandated to be comprised of alumni, students, staff and faculty, and that has been accomplished. A budget has been established of \$150,000. Funds have been allocated for a search firm to assist the committee. The code requires that a preliminary report be given to President Bowles, after a decision has been made

regarding the finalists, but before they are interviewed. The search committee will recommend the finalists to the UNCG Board of Trustees, the Board will approve those finalists, and then recommend them to President Bowles. President Bowles will interview the finalists and make one recommendation for chancellor to the Board of Governors. President Bowles and his staff are responsible for all of the negotiations on compensation, not the Search Committee. Potential applicants will most likely know what the compensation packages are, but the committee is not involved in that process.

Forums will need to be arranged for alumni, students, faculty, staff and for the community. One or two days will be set aside on campus and people will be invited to come to talk about the qualifications of potential candidates. Once the search firm is finalized, they will need to be at the forums.

For January, two tasks were immediate: dividing the committee into two groups to 1) interview the three potential search firms on Wednesday, January 9 from 2-5:30 pm; and 2) work with the search consultant to prepare the job description and leadership statement. Each committee member was asked to give Chairman Hassenfelt their choice by the end of the meeting, and he would divide the groups and contact the members.

February and March will be a quiet period for the committee. The search firm will be developing candidates at that time by advertisement and website, or networking with contacts. Mid-March, the search committee will start screening applications using a secure website. The committee will meet late March to winnow that list down to 10 or 12 applications. Once those are chosen, depending on the search firm, there will be a two day session to interview all of those people. These meetings are typically called airport interviews; they will occur the last part of March or early April. The field is then narrowed to semi-finalists and finalists and the committee can decide how many candidates will be interviewed. The committee will work with the search firm to decide to bring the candidates to campus or not, because of confidentiality issues. Once finalists are chosen, the committee will make a presentation to the Board of Trustees; they will approve or disapprove, and then a recommendation will be sent to President Bowles in mid-May. President Bowles will select his finalist and present at the Board of Governors meeting in June for approval. The optimal start date would be once Pat retires, or within two or three months. Pat has indicated she would work with us in any way.

Skip Capone, University Counsel, gave a power-point presentation to explain the open meetings laws and public record rules, because by statutes the committee meetings are required to have open sessions, but there are also points when we will have closed sessions to protect the confidentiality of the clients. In summary, if the processes to be used are being discussed, it is an open meeting; if discussing individual candidates, it is a closed meeting. A confidentiality statement was handed out and signed by the committee members present. The confidentiality statement, without signatures, will be present on the web for all to read.

Chairman Hassenfelt distributed a list of 14 search firms. He and Ann Lemmon reviewed the list prior to the meeting, and they suggested that the committee consider three firms. The three firms are: Baker and Associates, HNCL Search which was represented by Veronica Biggins, and Storbeck/Pimental and Associates. A smaller group of the full

search committee will meet with them Wednesday, January 9, 2008, at 2:00pm. The search firm that is chosen will prepare the first draft of the position description, based on the forums as well as interviews they will do.

The community forums initially were set for January 15 and 16; however, after discussion, it was decided that since classes were just beginning on the 14th of January, that the forums be moved to the following week to allow attendance by more faculty and students. Sharlene O'Neil will follow through on securing different dates, and will let everyone know. Discussion ensued regarding videotaping vs. audio taping the forums. Minutes of the forums will be taken. The forums are open meetings, and media might be present as well. It was decided to audiotape the forums and put them on the web.

Chairman Hassenfelt asked those who represent various groups, faculty, staff, etc., to be present at the forums and facilitate that forum. The web site was discussed as a means to provide input for those constituencies who would not be able to attend the forums. After discussion, it was decided that a two day forum would be best, with individual sessions for faculty, staff, students, and community/alum, with the second day open to all groups who could not attend the day before. Chairman Hassenfelt will also explore setting up a meeting with a group of business leaders or business community representatives with the search firm to get their input as well. Smaller groups that should meet with the search firm were suggested, including Greensboro Partnership, the University Planning Council, and various UNCG Boards, such as the Excellence Foundation Board, Board of Visitors, or Investment Board. Minutes of all meetings will be taken.

A copy of the timeline was handed out. April will be the busiest period because of interviews. Chairman Hassenfelt will try to accommodate everyone's calendar for meetings.

Other questions and answers were raised by committee members:

- How open will we be regarding bringing candidates to campus? It was decided that we would seek guidance from the search firm.
- It appears that the search timeline is very quick. However, Ann Lemmon reassured the committee that the length of the process was normal – five months is the usual length of time before a recommendation is given to President Bowles. Several searches have taken seven months, but one search only took three months. It was suggested that point be printed in Campus Weekly or on the web. All of the search firms thought our timeline was appropriate.
- The diversity of the committee was raised, noting that we do not have a Woman's College graduate on the committee. Betsy Ervin reassured the group that her mother, (Betty Ervin) was sure to have input and that the alumni committee would give input as well, especially the WC group.
- University Relations and Chairman Hassenfelt will be responsible for the official communications for the committee. Helen Dennison Hebert will be developing a communication plan for the process.

The committee adjourned at 4:33 p.m.

Respectfully submitted,

Sharlene O'Neil  
Assistant Secretary to the Board of Trustees