

MINUTES
Chancellor Search Committee

January 29, 2008
Room 225, School of Business and Economics
Excellence Foundation and Board of Visitors Forum
Alumni Forum
Current and Former Trustees Forum
Executive Staff Forum

January 30, 2008
Room 1607, Moore Humanities Building
Deans' Council Forum
Claxton Room, EUC
Chancellor Search Committee Members' Forum

Chancellor Search Committee members who attended forums: Rebecca Adams, Kate Barrett, John Bryant, Linda Carlisle, Kathryn Crowe, Betsy Ervin, William Hart, Louise Ivanov, Carol Matney, Jim Weeks, Suzanne Williams

Others in attendance: Jerry Baker, Martin Baker, Steve Gilliam, Margaret Patton

Linda Carlisle, Vice-Chairman of the Chancellor Search Committee, facilitated the forums. She explained that the purpose of the forums was to receive feedback from the various constituencies, and that the Search Committee's role was to listen and learn. She invited participants to share their thoughts on the qualities, traits, and experiences desirable in the next chancellor, and to share what it is that makes UNCG unique and special.

Input from the 'Excellence Foundation and Board of Visitors' forum (2:00-3:00 pm):

- We need to recognize the unique role UNCG can play in competing for scarce resources, in being a leader in the greater community.
- We need to challenge the incoming chancellor to envision UNCG as a leading university in the UNC system.
- The new chancellor needs to create an environment with an expectation that students will become leaders as part of the transformation they experience.
- New chancellor must continue to garner support of the business community.
- Maintain historic high standards for UNCG, continue academic innovations, continue to welcome and celebrate diversity
- Continue strong leadership as fundraiser; importance of individual visits
- Students First: vital to communicate with students, meet their needs (e.g. academic programming and innovations, connection with faculty, parking, housing, etc.)
- The individual hired needs phenomenal energy and dedication, and needs to be a good 'fit' for UNCG.

- Research mission and teaching mission must complement one another.
- As research emphasis grows in the sciences, keep in view the importance of a liberal arts education.
- Chancellor must endorse learning that takes place outside the classroom.
- Committee should be open to candidates from a non-traditional 'skill-set', not necessarily coming from an academic background.

Input from the 'Alumni' forum (3:00-4:00 pm):

- It is vitally important that the leadership of UNCG continue its positive working relationship with the university's adjacent communities and commercial districts. Since UNCG is located in an urban setting, this support is critical to the well-being of the university community, and the greater community.
- Continue warm and positive relationships and support of alumni and UNCG's rich heritage.
- Imperative for increased fundraising. Students entering college have great need.
- Chancellor must continue the example already set, of quick and decisive response as events occur. Inquisitiveness, boldness in gathering facts and asking questions.
- Need for leadership to have vision, keep UNCG on the cutting edge with technology. Person needs to be a strong innovator.
- Chancellor must have skills at building partnerships, working with other campuses on joint projects.
- With the push to Division I athletics, the suggestion that the new leadership has had experience at a Division I university.
- Urge the Committee to strongly consider female candidates for the position.
- Please consider alumni as candidates. (Jerry Baker encouraged alumni to submit names of candidates they think should be contacted to apply for the position.)
- Chancellor needs to be visible with all constituents. Attendance at events.
- Don't let attention to undergraduate education 'slip', with focus on research.
- UNCG has an obligation to be true to the 'Students First' slogan. The chancellor must delegate responsibility so that students are not 'lost in the shuffle.'
- Continue commitment to international programs and education.
- More programming and activities that will encourage students to remain on campus. Move away from reputation as a 'commuter school.'
- Encourage faculty to connect with individual students, and in small groups. Continue initiatives on campus that provide for small community experiences.
- Need a chancellor who will recognize contributions at all levels, not just the visible leaders. Don't forget the 'little people.'

Input from the 'Current and Former Board of Trustees' forum (4:00-5:00 pm):

- Continue momentum with increased concentration on research mission.
- Vitally important that new chancellor build on positive collaboration with A&T, and the work that is underway with research initiatives and centers.

- UNCG is expanding its role in the university system. New chancellor needs to be aggressive as well as knowledgeable in positioning UNCG to get its share of resources.
- Economic development initiatives are becoming very important from General Administration. New leadership will need to support advances from faculty research, and work well with the investment community.
- New chancellor must continue a strong working relationship with the Board of Trustees, and support the board and encourage its projects and initiatives. It is important for the board to be engaged strategically in the operations of the university. The people who serve on the board can drive projects, think ‘out-of-the-box’, and help to make things happen by leveraging their expertise.
- New leadership must continue supplying the board with the background information it needs to do its work well.
- New chancellor must have experience with a ‘team approach’ to management, as well as a strong work ethic, to move UNCG to the next level.
- New chancellor must build a strong working relationship with the provost, and keep sight of current leadership’s support of provost’s role as the chief academic officer.
- Committee must look not just for seasoned leaders, but for those with potential.
- Concern that female candidates be strongly considered. Research evidence that men and women have different leadership styles, which should not be overlooked.

Input from the ‘Executive Staff’ forum (5:00-6:00 pm):

- Leadership must be successful at representing UNCG to the Board of Governors, General Administration, and the legislature. Consider a senior level staffing team that could extend the range of the chancellor.
- Chancellor must be a leading fundraiser for the university. Central focus.
- Chancellor must recognize his/her role as leader of a large business, with the senior officers serving in management roles.
- Desirable but not required that the new hire be an academic. Knowledgeable about higher education and values.
- University must continue to embrace change, and the new leader must be enthusiastic about change and innovation. Pace of change is intensifying. Need strategic thinker. Great opportunity to ‘reinvent ourselves.’ What do we want to be? Capitalize on the positioning we’ve achieved under the current administration, and take us forward.
- Encourage Search Committee to have confidence in its own judgment, not to be ‘risk averse’ or to be more interested in ‘least controversial’ candidates.
- Greater expectation for research productivity, entrepreneurialism in research that ties to economic development.
- Inter-institutional collaborations must continue, as well as ongoing need to compete and position ourselves within the system for resources. We need the right students for the right curricula, and improvement in retention and graduation rates. Need more technology, more land and space, a larger alumni base.

- Engagement with leadership of large businesses locating to this area (e.g. FedEx, Skybus, Microsoft.) Involvement with larger community.
- Build on the athletics programs, so these programs can be 'front doors' to encourage potential students. Build on the quality of soccer and basketball programs.
- Develop volunteer leadership for capital campaign, involving more alumni.
- Develop relationships with more recently-graduated alumni (post 1964), as a critical fundraising source for the university
- Leader needs to understand that the 'absence of negatives' is not the same as the 'presence of positives'. For example, eliminating all parking or registration problems would not enhance students' ability to learn, or to relate well to faculty.
- Qualities to look for: superior oral and written communication skills, high expectations, curiosity, passion, thick-skinned but not insensitive, authentic, honest, likes to interact with students and recognizes and praises student accomplishments, a steward who holds the institution in trust, person values both process and outcomes, problem-solving abilities, tolerance for experimentation, sense of humor
- Importance to recognize difference between 'people-processing' and 'people-changing' activities.
- Need the new chancellor to be open to the diversity of agendas, to celebrate the highly-civil and highly-tolerant environment that exists at UNCG.
- Traditions and participation at large events can have symbolic and rallying power. How can UNCG stimulate involvement, as an urban campus with a large commuting population? How can the new leader encourage connections?
- Continue the climate on campus of the highest ethical standards, great respect for the law that is communicated to all constituents.
- Compliance with state and federal regulations has to come from top leadership. New chancellor must build on efforts already in place to encourage compliance.
- With limited resources, the leadership has to prioritize and be selective.
- Chancellor needs to facilitate marketing of the university. We are still perceived by people as being a 'best-kept secret.'

Input from 'Deans Council' forum (11:00-12:00 am):

- We need a chancellor who values the arts and humanities on par with other university programs.
- The chancellor needs to understand the university library's role working in partnership with the other divisions.
- Explore what it means to be a 'research oriented university.'
- Engagement with the community. Someone who is dynamic, with excellent communication skills to help 'get our story out.' Community emphasis as we head into periods of growth.
- We need to maintain a position in the UNC system in which we are taken seriously. The new chancellor has to press General Administration to get resources needed to support our research mission. We need communication with

- people 'holding the purse strings', regarding resources vital to building a research program.
- An individual with energy and enthusiasm, and willing to take appropriate risks. A person who is a 'cheerleader' for the university, someone with 'spunk.'
 - Vitally important for chancellor to have a personal understanding of what is involved in the work of the academy, a deep knowledge of the academic issues that affect campuses. The individual needs to have attained a terminal degree in their field. The individual needs to have an understanding of the current programs at UNCG, and directions we are heading (e.g. distance learning)
 - We need someone with vision, to understand the strategic plan, the big picture. New leadership needs to continue the positive and upward trajectory already underway.
 - Given the growth and changes in university management, the chancellor must be more external in terms of fundraising and outreach, to take UNCG to the next level. The chancellor must understand our educational mission and how to represent us to the various constituencies. We need to strengthen our legislative relationships, to develop more political clout.
 - New chancellor needs to assist in increasing the diversity of the faculty. The initiative for diversity must come from senior leadership.
 - Important for candidates with record of stability and continuity in leadership, in prior academic settings (deans, provosts serving for extended periods.)
 - Chancellor needs to build on alumni involvement, continue that positive relationship.
 - Faculty need more opportunity to give input into the process of the search for the new chancellor. Article upcoming in 'Campus Weekly.' Steve Hassenfelt, Chairman of the Search Committee, will speak to upcoming Faculty Senate meeting. It is important that faculty understand early in the search, why the Search Committee voted to make this a closed search. Suggestion that more forums be planned to offer more opportunities for faculty input.

Input from 'Chancellor Search Committee' forum (12:00-1:30 pm):

- We need to 'celebrate our tradition' and now take it to the next level. Important for the next chancellor to continue to ensure academic success and integrity, respecting the heritage of UNCG and its academic excellence. Critical to enhance our research profile.
- We need a 'workhorse' more than a 'showhorse.' This person needs to actively represent UNCG to the larger community, to be our 'face' to the outside world.
- Chancellor needs to continue supporting and growing the globalization of our curriculum, and the study abroad programs.
- New chancellor must get behind the collaborations with A&T, and the new joint program being developed.
- We need more marketing of the university.
- The new chancellor needs to fully understand people he/she is supervising. As a committee, we need to decide how we will know that the candidates have this

knowledge and ability, and can fully represent the campus to the larger community, to the UNC system, and to the legislature.

- Some desirable qualifications in the new chancellor: visionary, ability to oversee plans already developed and not commit prematurely to new initiatives, work actively with alumni donors, commitment to faculty governance, global outreach, commitment to diversity, strong work ethic, high ethical standards, collaborative style of leadership rather than a manager, record of previous recruitment and relationship with a strong staff, encouragement of UNCG's commitment to its research mission
- UNCG is special in its teacher scholars, diversity, faculty governance, and commitment to excellence. UNCG is well respected by other universities and has a strong reputation. UNCG has a dedicated support staff, which provides a strong foundation for all university operations and activities, and the new chancellor needs to continue the positive example already set for active support of the university staff.
- Need the new chancellor and provost to work together to create a 'community of trust' and to commit to all aspects of the university's mission statement. As the university grows and faculty experience increasing demands to generate research, it is critical that the provost and chancellor work together to build this trusting and supportive environment. The teaching and research missions compliment one another. Active researchers will be better teachers.
- Some prioritization must be given to the broad range of roles that it is expected for a chancellor to fulfill. The depth and breadth of activity and expectations has grown considerably in recent years. The Committee needs to decide what are the 'key attributes' required for the new chancellor, the expectations for internal activity, and external (fundraising/community and business ties.) Some of the work of the chancellor's office will need to be delegated, to move the university forward to the next level. Strategic planning required, and need to have the entire university community support the increased fundraising role of a chancellor.
- Chancellor must maintain a strong leadership team for the internal workings of the university. Hand in hand with the emphasis of a greater external role and emphasis on fundraising, it is critical that the chancellor always be informed and sensitive as to what is taking place in the day-to-day life of the campus. There cannot be a disconnect, as the university moves towards a changing role for the chancellor. The role of the chancellor is changing, with the provost now more of a 'chief operating officer.' How can we know ahead of time how any new leader will manage the transition, that doesn't disrupt the business of the university?
- The Committee needs to keep in mind what is most important for the institution, not just for the individuals affected by the changing role of the chancellor.
- The Committee needs to further communicate to faculty what a 'closed search' means. There is not yet adequate understanding of this process on the campus. The Committee needs to receive input from more of the faculty, and offer more ways in which this can take place. The process may be more important than the outcome. The committee needs to be proactive in answering questions and furthering understanding of the process, and giving faculty opportunities for more input. We need to do everything we can to make the campus community feel as

included as possible. It is critical that the faculty be 'on board' about the closed search so there is support for the new chancellor right from the start. We need to do the damage control now, so the new chancellor won't have to deal with it.

- The Committee needs to be willing to take risks, not just choose candidates who are 'least controversial.'
- Kathy Crowe will discuss with Chairman Steve Hassenfelt a plan for more faculty and staff forums, and she will communicate with Faculty Senate. Steve Hassenfelt will be talking with the Faculty Senate next week as well.
- When the Committee looks at the job description, think in terms of what you want the marketplace to see. Put more 'heart' into the job description. Does the description capture the essence of who we are?

Respectfully Submitted,

Margaret Patton
Administrative Assistant
Chancellor Search Committee