

Agenda Item 2: Other Business: Discussion on Chancellor Selection Process

Situation: The Governance Committee believes that a review of Chancellor selection process is timely, in light of the fact that the Board of Governors has elected 5 chancellors within the past 7 months.

Background: The election of a Chancellor is covered both under statute and the *Code* of the University. From this, a process has developed that each campus follows.

Assessment: The Board of Governors should be fully informed about the Chancellor selection process.

Action: This item is for discussion



Chancellor Search Process
UNC Governance Committee
October 23, 2014

Goals of a Search Process

- Represent university constituencies and elicit feedback through public forums and surveys
- Develop a leadership profile that captures the university culture and community
- Source a pool of candidates with diverse work experience and background and conduct an inclusive search
- Keep campus informed of activities and progress
- Maintain confidentiality of candidates and deliberations
- BOT recommends three finalists, who could be chancellor

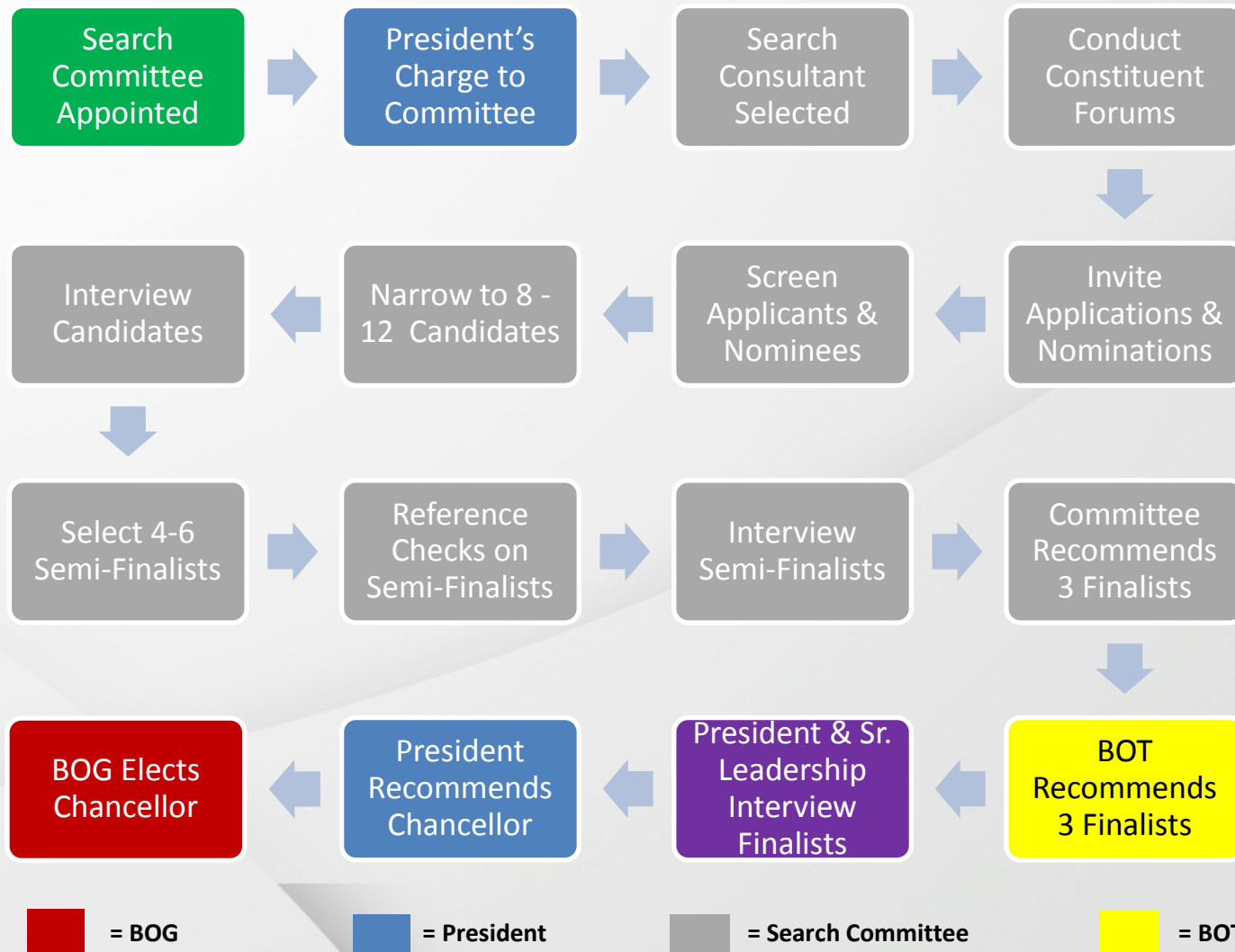
Chancellor Search Rules

- The relevant statute (*N.C.G.S. § 116-11(4)*) provides that the **Board shall elect** the chancellor **on nomination of the President** from a list names **recommended by the BOT**
- Board policy must be consistent with State law and may not alter or limit the responsibility of the BOT or President

UNC Code Requirements

1. Search committee establishment (BOT & President)
2. Search committee membership categories (BOG/Code)
3. Budget and staffing (BOT chair & President)
4. Search committee preliminary report to the President
5. Search committee sends 3 names to the BOT
6. BOT recommends at least 3 names to the President
7. The President may nominate 1 of the candidates for consideration by the Board of Governors

Steps of Search Process

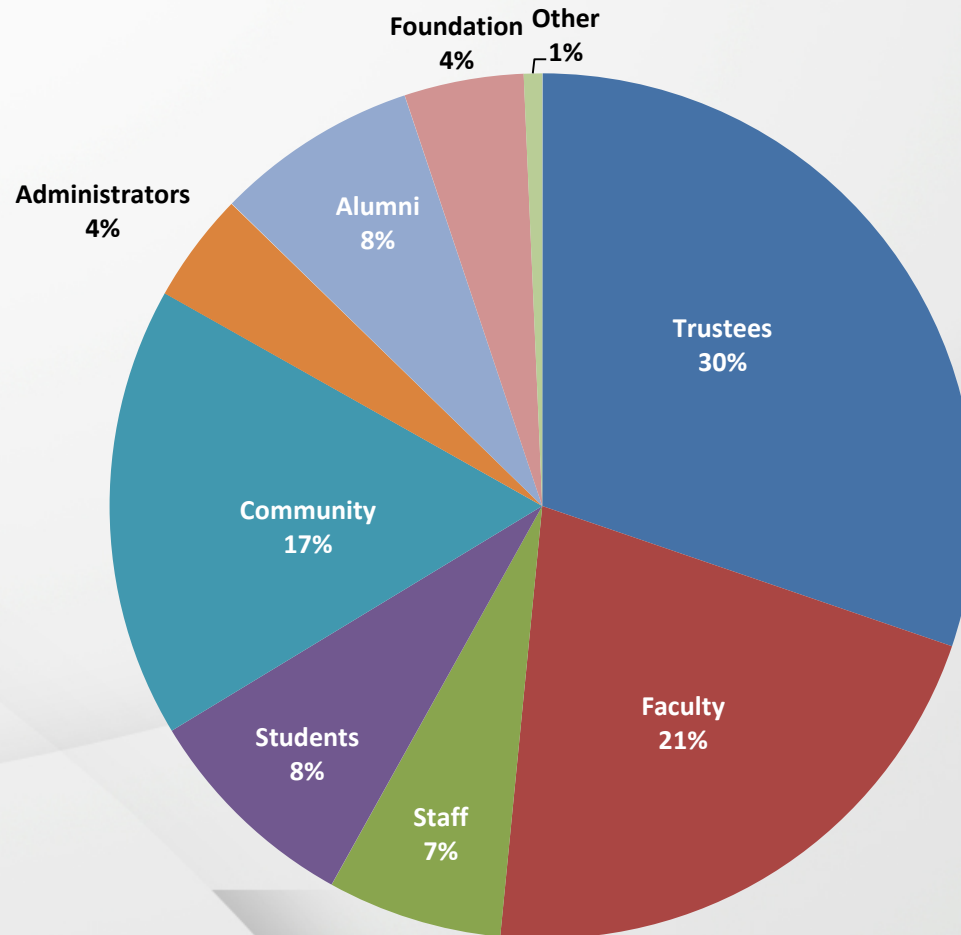


Average Committee Composition

Total	18
Trustees	6
Faculty	4
Community	3
Students	2
Alumni	1
Staff	1
Foundation	1
Administrators	1
Other	0

Search Committee Composition

Represents average composition of all completed chancellor searches (16) since 2007



Select Private Sector Experience on Past Committees

Winston-Salem State University (2014)

- **Sue Henderson, BOT**- Senior VP, Wells Fargo Wealth Management
- **Charles Wright, BOT** - Senior VP, Continuous Improvement PNC Bank
- **Scott Wierman, Community Rep** – President, Winston-Salem Foundation

Elizabeth City State University (2014)

- **Abdul Rasheed, Chair - BOT** – Former CEO of N.C. Community Development Initiative
- **Jan King Robinson**, VP of Operations, Albermarle Medical Center

Appalachian State University (2013)

- **Michael A. Steinback, Chair - BOT**, Former President & CEO of CII Technologies
- **Avery Hall, Sr., BOT** - Senior VP at Wells Fargo

UNC School of the Arts (2013)

- **Rob King, Chair- BOT, Chair Search Committee**- CEO of Bob King Automotive Group
- **J.D. Wilson, Board of Visitors** - President & CEO of Excalibur Enterprises, Inc

Select Private Sector Experience on Past Committees

Western Carolina University (2010)

- **Joan MacNeill, BOT**- Former president & COO of Great Smoky Mountains Railway.
- **Phil Walker, Alumni** - Senior VP with BB&T
- **Scott Hamilton, Community** - President & CEO of AdvantageWest

UNC Chapel Hill (2012)

- **John Townsend III, BOT**– Former COO and Managing Partner at Tiger Management
- **Donald Curtis, BOT**- Chair & CEO of Curtis Media Group, Inc.
- **Roger Perry, BOT** - President of East West Partners Management Company, Inc.
- **Richard A. Vinroot** – former Mayor of Charlotte; partner with Robinson, Bradshaw & Hinson

NC Central University (2012)

- **Michael Goodman, Community** – VP of Real Estate at Capitol Broadcasting Co
- **E. Norris Tolson, Community** - President & CEO of the North Carolina Biotechnology Center
- **Nancy Wysenski, BOT** - Executive Vice President and Chief Commercial Officer at Vertex Pharmaceuticals

NC State University (2009)

- **Bob Jenkins, BOT** - Former Vice Chairman & President of General Banking Group of Wachovia Corporation
- **Gayle Lanier, BOT** - Senior Vice President, Duke Energy
- **Wendell Murphy**, Chairman and CEO of MurFAM Enterprises

Presidential Charges

Search Committee Responsibilities:

- Bring perspective, not “represent” a constituency
- Conduct public forums and alumni surveys
- Develop a search and advertising strategy
- Develop a job description and leadership profile
- Maintain confidentiality

Presidential Charges

Chancellor Characteristics:

- Understand the particular university's mission
- Possess first-hand knowledge of managing and leading a complex organization
- Have a vision of the world after the budget and financial crises
- Need not be an academic
- Possess enormous inter-personal skills
- Be a proven fund-raiser
- Understand vital role of University in its region's economy

Role of Search Firm

- Identify, screen, and present viable candidates
- Provide a diverse pool, including candidates from nonacademic backgrounds
- Represent the campus to potential candidates
- Conduct reference checks on candidates
- Conduct background checks on the final candidates
- Support the Committee in managing the candidate interview process and candidate travel logistics

Search Firm Selection Criteria

- Experience with UNC and/or similar institutions
- Lead consultant experience
- Secure web services
- Search schedule
- Background checks
- Financial bid
- Provisions for extended/failed search
- Proposal tailored to institution

Previously Engaged Search Firms

Campus	Firm
NCCU	Diversified Search Witt/Kieffer
UNC-CH	Baker & Associates R. William Funk & Associates Storbeck / Pimentel & Associates, LLC
UNCSA	Baker & Associates Isaacson, Miller Phillips Oppenheim— did not bid
App State	Academic Search Consultation Service Baker & Associates Coleman Lew & Associates, Inc. Diversified Search— did not bid Greenwood/Asher & Associates, Inc. Heidrick & Struggles Parker Executive Search R. William Funk & Associates
UNCA	Academic Search Consultation Service Diversified Search Parker Executive Search Storbeck / Pimentel & Associates, LLC Summit Search Solutions, Inc. Witt/Kieffer

Previously Engaged Search Firms

Campus	Firm
ECSU	Coleman Lew & Associates, Inc. Gans & Gans The Hollins Group Witt/Kieffer
WSSU	Academic Search Consultation Service AGB Search Baker & Associates Coleman Lew & Associates, Inc. Greenwood/Asher & Associates, Inc. Diversified Search Witt/Kieffer
UNCW	Baker & Associates Diversified Search Heidrick & Struggles Isaacson, Miller R. William Funk & Associates Storbeck / Pimentel & Associates, LLC– did not bid Witt/Kieffer

UNCW Chancellor Search Time Table

	2014				2015		
	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Search Committee Appointed	X						
BOT Issues Search Firm RFP	X						
Search Committee Organizational Meeting		X					
Search Consultant Selected		X					
Conduct Constituent Forums		X					
Invite Applications/Nominations			X	X			
Begin Screening Applicants/Nominees				X			
Narrow to 8 - 12 Candidates				X			
Interview Candidates					X		
Select 4-6 Semi-Finalists					X		
Reference Checks on Semi-Finalists					X		
Interview Semi-Finalists					X	X	
Committee Recommends 3 Finalists						X	
BOT Recommends 3 Finalists						X	
President Interviews 3 Finalists							X
President Recommends Chancellor							X

CHARGE TO CHANCELLOR SEARCH COMMITTEE

University of North Carolina Wilmington

Thank you for agreeing to serve on this committee. This search is the most important service you can render to the University of North Carolina Wilmington. It is critical that you find the right person for this time in the history of UNCW.

I. COMMITTEE GUIDANCE

The Committee must be guided by all appropriate provisions of the law and The Code, and follow assiduously the requirements of the North Carolina Open Meeting Law and the provisions of the University Code and delegations to the Board of Trustees.

II. COMMITTEE STRUCTURE AND OPERATION:

- Appointment of the Committee: Broadly representative of the University family – includes all campus constituent groups including trustees, faculty, the student body and alumni, and representation from across the region. (see attached for members)
- Portions of your work must be held in confidence. This is critical to the integrity of the process.
- The Search Committee Co-Chairs should serve as the spokespersons for the search committee; this is vitally important to prevent misinformation and leaks.

III. SEARCH PROCESS:

- Records: A detailed record of the work of the search committee must be kept. The Search Committee will need to maintain records, including keeping minutes, maintaining records, making arrangements for meetings and travel, and processing budget requisitions.
- Search consultant: Your efforts will be well served by the use of an experienced executive search consultant. You've received proposals from some very qualified firms, any of which can serve you well. The search consultant will contribute to the identification and recruitment of candidates, and will provide "deep background" information to assist the search committee in narrowing the field of candidates. Don't leave it up to them – encourage others to nominate.
- Budget: The search process will be financed from resources at UNCW. All the needed resources will be available, but we ask that you recognize that you have limited resources and spend them wisely.

- The goal of the search committee is to **achieve a working consensus** about all major aspects of the search process. I urge you to:
 - a. Conduct public forums that allow input into the job description from major constituencies, including students, faculty and staff, alumni, parents, and the community.
 - b. I suggest you consider a survey to reach out to the UNCW community that isn't local. That's a great way to seek input, particularly from alumni.
 - c. Develop the job description and leadership profile. These documents will guide you in identifying the criteria that will become the basis you will use in evaluating candidates. Take time to reflect on this task – it is important.
 - d. Develop a search and advertisement strategy. You must follow University guidelines to ensure an equal opportunity search.
 - e. Decide how you will narrow the pool of candidates. You need to come up with a working list that you want to interview in terms of the right fit to the needs of UNCW and to your leadership statement.
 - **Maintaining confidentiality:** Each member of the search committee must agree to honor the commitment to the confidentiality of closed session deliberations if you are to serve on this search committee. Such an agreement from each person is essential to ensure an effective search. Consideration of prospects, nominees and applicants must be done in a way that each member of this committee may speak candidly about a candidate's qualifications without fear that their views will be made known outside this committee.
- Similarly, the identity of nominees, prospects and applicants will remain confidential except with the permission of the candidate and at a time mutually agreed upon by the search committee and the President. This may be very important to someone's career.
- **Committee Support:** My colleague, Ann Lemmon from General Administration, will provide liaison and other support services.

IV. SEARCH RESULTS:

The committee, the campus community, the search consultant, and the President must accept responsibility for finding the most highly qualified individuals. Once these persons are identified, it will be the duty of the search consultant, in cooperation with the support staff of the search committee, to bring these individuals into the pool for consideration by the committee.

You must narrow the list to three. Three finalists, unranked, should be forwarded to me. Each of the three should be individuals that this committee believes can serve with distinction as chancellor of this campus.

The characteristics I will be looking for in the Chancellor for University of North Carolina Wilmington are:

- a leader with unwavering integrity, the courage to always stand for what is right and do what is right and a deep commitment to the value and importance of higher education and the role of the liberal arts in it.
- someone who will build on UNCW's reputation as a school of choice and help move UNCW to the next level
- someone who understands the mission of UNCW, and understands the blend of teaching, research experiences and service learning opportunities
- someone who understands the programs that supports UNCW's position as North Carolina's coastal university
- someone with life experience, someone who knows first-hand how to manage and lead a really complex organization – someone who understands shared leadership – someone who is transparent, inclusive, with a collaborative style.
- someone with enormous people skills, who will be accessible to students, faculty and staff, alumni, parents, Board of Trustees, and the community
- someone who will be a partner with me and with the University system
- someone who understands the vital role UNCW plays in this region's economy, who will collaborate with the city of Wilmington and the surrounding counties, and who will be a visible and active participant
- someone who appreciates intercollegiate athletics, who understands the need to have the appropriate balance between academics and athletics with academics always being a priority, and who values and the role athletics play in the college experience for students and alumni
- someone who relates well to students and enjoys interactions with them
- someone who will maintain the quality of UNCW but is committed to keeping tuition low in compliance with our constitution
- someone who has a vision of life after budget crisis, but recognizes difficult environment still ahead and the need to be innovative and creative
- someone who values staff and faculty and the critical role they play in the lives of students
- a proven fund-raiser---in today's world private capital is the margin for excellence.
- Finally, Academic or not, keep an open mind

Our goal is to have the selected candidate in place no later than July 1st, but the committee should take the time to assure that they are forwarding candidates whom they are confident can lead University of North Carolina Wilmington in the years ahead.

And your work is not done with the selection of the new chancellor. Upon conclusion of the search and appointment of a chancellor, the members of the search committee will serve as emissaries to each of UNCW's major constituencies and as champions of the new chancellor.

This is a very important task---probably the most important thing you can do for this University. I look forward to meeting the candidates you select.

Representative Executive Search Firms

Firm	Firm description; UNC experience indicated
Academic Search Consultation Service Jessica S. Kozloff 1825 K Street, NW, Suite 705 Washington, DC 20006 (202) 332-4049 jsk@academic-search.com www.academic-search.com	National search firm, specializing in Higher Ed <u>UNC Greensboro</u> Chancellor - Patricia Sullivan
AGB Search Jamie Ferrare 1133 20 th Street, N.W. Suite 300 Washington, D.C. 20036 202-776-0854 http://agbsearch.com/	Search arm of the Association of Governing Boards, specializing in Higher Education
Ayers & Associates, Inc. Dr. George E. Ayers 2001 Jefferson Davis Highway Suite 503 Crystal Plaza One Arlington, VA 22202 703-418-2815 geaayers@aol.com www.ayersandassociatesinc.com	Small minority-owned search and educational consulting firm
Baker & Associates Jerry Baker 4799 Olde Towne Parkway Suite 202 Marietta, GA. 30068 770-395-2761 jbaker@baasearch.com www.baasearch.com	Small firm with extensive experience in NC and the southeast <u>ASU</u> Chancellor – Sheri Everts <u>UNC</u> SA Chancellor – Lindsay Bierman <u>WCU</u> Chancellor - David Belcher <u>NCSU</u> Chancellor - Randy Woodson <u>UNC Greensboro</u> Chancellor- Linda Brady <u>UNC</u> President – Erskine Bowles <u>NCSU</u> Chancellor - Marye Anne Fox
Bernhardt Browne & Associates Stephen Bernhardt 500 East Morehead St. Suite 215 Charlotte, NC 28202 (704) 334-0782 ext. 114 SB@bernhardtbrowne.com www.bernhardtbrowne.com	Small Charlotte-based firm focusing on senior management

Representative Executive Search Firms

Firm	Firm description; UNC experience indicated
Buckner and Associates Stephen L. Buckner 8888 Keystone Crossing, Indianapolis, IN 46240 317.575.4083 (855) 902-2200 sbuckner@bucknerandassociates.com www.bucknerandassociates.com	Small search firm with a Higher Ed practice
C. V. O'Boyle, LLC Chuck O'Boyle 305 Brook Street Providence, RI 02906-1144 Tel: 401-919-5767 Fax: 401-679-0076 chuck@cvo Boyle.com http://www.cvo Boyle.com	Specialized search firm working exclusively in Higher Ed
Coleman Lew & Associates, Inc. Kenneth D. Carrick, Jr. P.O. Box 36489 Charlotte, NC 28236-6489 704.377.0362 or 800.533.9523 kencarrick@colemanlew.com www.colemanlew.com	Cross-industry Charlotte based firm <u>UNC Greensboro</u> - Director Intercollegiate Athletics <u>UNC Pembroke</u> – Men’s Basketball Coach
DHR International Dan Carney 10 South Riverside Suite 2220 Chicago, IL 60606 312-782-1581 dcarney@dhrinternational.com www.dhrinternational.com	Major national firm with Higher Ed practice <u>Western Carolina</u> - Dean of Business School, Athletic Director
Diversified Search Ms. J. Veronica Biggins 138 Peachtree Circle Atlanta, GA 30309 404.942.6305 jvbiggins@divsearch.com http://www.diversifiedsearch.com	Former Heidrick & Struggles partner (Searches below are for current and previous firm) <u>WSSU</u> Chancellor –Search in Progress (with Euris Belle) <u>NCCU</u> Chancellor – Charlie Nelms <u>ECSU</u> Chancellor – Willie Gilchrist <u>NC A&T</u> Chancellor – Stanley Battle <u>UNC</u> Sr. VP for Academic Affairs – Harold Martin <u>UNC Charlotte</u> Chancellor – Philip Dubois <u>UNC CH</u> Chancellor - James Moeser
eduSearch 238 Mathis Ferry Road, Suite 104 Mount Pleasant, SC 29464 843.564.6440 fshannon@edusearchconsulting.com http://edusearchonline.com	Higher Education executive search firm based in College Station, Texas with offices in Charleston, South Carolina,

Representative Executive Search Firms

Firm	Firm description; UNC experience indicated
Greenwood/Asher & Associates, Inc. Dr. Jan Greenwood 42 Business Center Drive, Suite 206 Miramar Beach, FL 32550 850- 650-2277 jangreenwood@greenwoodsearch.com www.greenwoodsearch.com	Small firm specializing in Higher Ed <u>ASU</u> Chancellor - Kenneth Peacock (Dr. Greenwood led the search while with another firm.)
Heidrick & Struggles Ellen Brown Landers 303 Peachtree Street, NE Suite 4300 Atlanta, GA 30308 404 682 7400 ebrown@heidrick.com www.heidrick.com	Major national firm <u>UNC Charlotte</u> Chancellor – Philip Dubois
The Hollins Group, Inc. Mr. Derek Buckingham 225 West Wacker Drive, Suite 1575 Chicago, Illinois 60606-1274 312.606.8000 dbuckingham@thehollinsgroup.com www.thehollinsgroup.com/	Small minority-owned search firm <u>ECSU</u> Chancellor – Search In Progress
Isaacson, Miller Mr. John M. Isaacson 263 Summer Street Boston, MA 02210 617.262.6500 jisaacson@imsearch.com www.imsearch.com	National firm with particular experience in civic organizations and foundations, Higher Ed, and health care <u>UNC</u> James B. Hunt Institute Executive Director – Judith Rizzo
Korn/Ferry International Kristin A. Mannion 1700 K Street, NW, Suite 700 Washington, DC 20006 202 822 9444 Kristin.Mannion@KornFerry.com www.kornferry.com	Major national firm
Morris & Berger Kristine Morris or Jay Berger Morris & Berger 500 North Brand Boulevard, Suite 2150 Glendale, CA 91203-1923 Telephone: 818-507-1234 kmorris@morrisberger.com www.morrisberger.com	Small California-based firm with a strong reputation in non-profits (Higher Ed, foundations, arts) <u>UNC School of the Arts</u> Chancellor – John Mauceri

Representative Executive Search Firms

Firm	Firm description; UNC experience indicated
Parker Executive Search Dan Parker or Laura Wilder Five Concourse Parkway Suite 2440 Atlanta, Georgia 30328 770.804.1996 x101 dparker@parkersearch.com www.parkersearch.com	Atlanta based search firm with well-regarded Higher Ed practice <u>UNCW</u> Chancellor – Gary Miller <u>NC State</u> Athletic Director – Debbie Yow
R. William Funk & Associates Mr. William (Bill) Funk 100 Highland Park Village, Ste. 200 Dallas, Texas 75205 214.522.1222 bill.funk@rwilliamfunk.com www.rwilliamfunk.com	Former head of Korn/Ferry Higher Ed practice (Seaches below are for previous firm and current) <u>UNC Chapel Hill</u> Chancellor – Carol Folt <u>UNC</u> – President Tom Ross <u>UNC Chapel Hill</u> Chancellor-Holden Thorp <u>NCSU</u> Chancellor- James Oblinger <u>UNC Chapel Hill</u> Chancellor - Michael Hooker
Spencer Stuart Ms. Sally Sterling 1455 Pennsylvania Avenue N.W. Suite 200 Washington, DC 20004 202.639.8111 ssterling@spencerstuart.com www.spencerstuart.com/home	Major national firm (Sally Sterling was a consultant on the UNC School of the Arts search that placed Wade Hobgood.)
Storbeck / Pimentel & Associates, LLC Ms. Shelly Storbeck 1400 North Providence Road, Suite 6000 Media, PA 19063 (610) 565-2910 s.storbeck@storbeckpimentel.com www.storbeckpimentel.com	Higher Ed specialty firm (Seaches below are for Shelly Storbeck at current and previous firms) <u>UNC Asheville</u> Chancellor - Anne Ponder <u>UNC</u> President - Molly Broad <u>ECU</u> Chancellor – Steven Ballard <u>UNC Pembroke</u> Chancellor - Allen Meadors <u>UNC-Wilmington</u> Chancellor – Rosemary DePaolo <u>ASU</u> Chancellor – Kenneth Peacock
Summit Search Solutions, Inc. Carrie Coward PO Box 9824 Asheville, North Carolina, 28815 800.901.8575 Ext 101 828.669.3850 ccoward@summitsearchsolutions.com www.summitsearchsolutions.com	Executive search firm serving the higher ed & nonprofits

Representative Executive Search Firms

Firm	Firm description; UNC experience indicated
Witt/Kieffer Lucy Leske, Managing Partner, Education Practice Nantucket, MA 508-680-1268 LLeske@wittkieffer.com http://www.wittkieffer.com	Major national firm <u>UNC Asheville</u> Chancellor– Mary Grant <u>NCCU</u> Chancellor - Deb Saunders-White <u>UNCP</u> Chancellor - Kyle Carter <u>FSU</u> Chancellor - James Anderson <u>WSSU</u> Chancellor – Donald Reaves