MEETING OF THE BOARD OF GOVERNORS
Committee on Strategic Initiatives

October 19, 2022 at 12:15 p.m.
Via Videoconference and PBS North Carolina Livestream
UNC System Office
140 Friday Center Drive, Board Room
Chapel Hill, North Carolina

AGENDA

OPEN SESSION

A-1. Approval of the Open Session Minutes of September 21, 2022 ........................................ David Powers

A-2. Searching for Public University Leaders: Trends and Best Practices.......................... Rod McDavis
    Managing Principal of AGB Search

A-3. Trustee Perspectives on Chancellor Search ................................................................. David Powers
    Trustee Jan King Robinson, Elizabeth City State University Board of Trustees
    Former Trustee Michael Wilson, University of North Carolina at Charlotte Board of Trustees
    Former Trustee Susan Safran, The University of North Carolina at Greensboro Board of Trustees

A-4. Adjourn
DRAFT MINUTES

September 21, 2022, at 10:00 a.m.
Via Videoconference and PBS North Carolina Livestream
UNC System Office
140 Friday Center Drive, Room 128
Chapel Hill, North Carolina

This meeting of the Committee on Strategic Initiatives was presided over by Chair David Powers. The following committee members, constituting a quorum, were also present in person, by video, or by phone: Mark Holton, Joel Ford, Carolyn Coward, John Fraley, Anna Nelson, and Ray Palma.

Chancellors participating were Chancellor Brown and Chancellor Cole.

Staff members present included Dr. Andrew Kelly from the UNC System Office.

1. Approval of the Minutes of May 25, 2022 (Item A-1)

The chair called the meeting to order at 10:00 a.m. on Wednesday, September 21, 2022, and called for a motion to approve the open session minutes of May 25, 2022.

MOTION: Resolved, that the Committee on Strategic Initiatives approve the open session minutes of May 25, 2022, as distributed.

Motion: Joel Ford
Motion Carried

2. Panel Discussion: The Changing Landscape of Public University Leadership (Item A-2)

Chair Powers gave a brief overview of the current landscape of leadership in higher education and the goal of this committee to identify the skills, attributes, and experiences that are critical to success as a public university leader today and in the future. Then, guest speakers Cole Clark, and Christina Spotts from Deloitte presented on their 2017 report “Pathways to the Presidency” and on Deloitte’s efforts to help new leaders transition into leadership roles. Following their presentation, the committee heard from Mark Becker from the Association on Public & Land-Grant Universities on his experience regarding successful leadership in higher education.

3. Campus Perspectives on Higher Education Leadership (Item A-3)

Chair Powers introduced representative members of the student body, faculty, and staff to discuss their perspectives and opinions on the qualities and attributes needed for a strong leader of a public university.
4. **Adjourn (A-4)**

There being no further business and without objection, the meeting adjourned at 11:32 a.m.

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Joel Ford, Secretary
AGENDA ITEM


Rod McDavis, Managing Principal of AGB Search

Situation: The Committee on Strategic Initiatives is examining the evolving role of public university leaders. Over a series of sessions, the committee will identify the skills, attributes, experience, and supports that are most important to effective campus leadership today and in the future, as well as any recommended changes to policy, process, and practice. During this meeting, the committee will discuss national trends in the skills and attributes that are highlighted in leadership profiles. The committee will discuss best practices in developing those leadership profiles, and potential reforms to ensure search processes consider those skills and attributes most critical to success.

Background: Higher education faces an unprecedented leadership challenge. Senior leadership roles are more complex, demanding, and accountable than ever before, and surveys suggest that the skills necessary for success as a university chancellor are distinct from those that were most important in the past. While skill demands have evolved and increased, so has turnover, meaning university and system boards will be searching for and appointing new leaders more frequently. These trends have implications for the University of North Carolina System.

Over the course of fall 2022 and early winter 2023, the Committee on Strategic Initiatives will host a series of discussions focused on the national state of higher education leadership. The committee will seek opportunities to enhance the development, recruitment, and selection of leaders in the UNC System. Sessions will feature expert speakers from within and outside the UNC System, research by System Office staff on policies and practices in other states, and identification of potential areas for refinement of policy and practice. In addition, the committee, with support of System Office staff, will collect insights from current and former chancellors, senior university leaders, faculty, staff, and students.

Assessment: The Committee on Strategic Initiatives will hear a presentation from Rod McDavis, managing principal of the Association of Governing Boards of Universities and Colleges (AGB) Search, on national trends and best practices in executive search for public higher education.

Action: This item is for discussion only.
**Dr. Roderick (Rod) J. McDavis**

Dr. McDavis became the Managing Principal of Association of Governing Boards (AGB) Search on March 1, 2017, after serving as president of Ohio University for 13 years. Dr. McDavis is responsible for leading and managing all components of AGB Search including Executive Search, Interim Search, and Compensation Evaluation Service. In addition, he is responsible for developing new business opportunities for the firm and attending national higher education conferences to represent AGB Search. He also serves as an executive search consultant for some of the firm’s searches. Dr. McDavis was the first African American president of Ohio University and only the second alumnus to lead the university during its 214-year history. Dr. McDavis earned his B.S. degree in social sciences in secondary education from Ohio University, his M.S. degree in student personnel administration from the University of Dayton, and his Ph.D. in counselor education from the University of Toledo.
AGENDA ITEM

A-3. Trustee Perspectives on Chancellor Search..........................................................David Powers

Trustee Jan King Robinson, Elizabeth City State University
Former Trustee Mike Wilson, University of North Carolina at Charlotte
Former Trustee Susan Safran, The University of North Carolina at Greensboro

Situation: The Committee on Strategic Initiatives is examining the evolving role of public university leaders and the implications for policy, process, and practice. Through a series of sessions, the committee is working to identify the skills, attributes, experience, and supports that are most important to effective campus leadership today and in the future. Campus boards of trustees play a significant role in searching for, identifying, and onboarding university chancellors. In this session, current and former UNC System trustees will share their thoughts on the competencies, skills, and characteristics needed for the chancellor position.

Background: Higher education faces an unprecedented leadership challenge. Senior leadership roles are simultaneously more complex, demanding, and accountable than ever before, and surveys suggest that the skills necessary for success as a college chancellor (also known as a president in other systems) are distinct from those that were most important in the past. While skill demands have evolved and increased, so has turnover, meaning university and system boards will be searching for and appointing new leaders more frequently. These trends have implications for the University of North Carolina System.

Over the course of Fall 2022 and early winter 2023, the committee will host a series of discussions focused on the local and national state of higher education leadership. The committee will seek opportunities to enhance the development, recruitment, and selection of leaders. Sessions will feature expert speakers from within and outside the UNC System, research by System Office staff on policies and practices in other states, and identification of potential areas for refinements of policy and practice. In addition, the committee, with support of System Office staff, will collect insights from current and former chancellors, senior university leaders, faculty, staff, and students.

Assessment: The Committee on Strategic Initiatives will hear perspectives from current and former trustees of UNC System institutions on the evolving role of university leaders and the implications for search processes.

Action: This item is for discussion only.