

January 18, 2023 at 12:00 p.m.
Via Videoconference and PBS North Carolina Livestream
University of North Carolina System Office
223 S. West Street, Board Room
Raleigh, North Carolina

AGENDA

OPEN SESSION

- A-1. Approval of the Open Session Minutes of November 16, 2022 David Powers
- A-2. Review of Search Practices Across Public Higher Education Andrew P. Kelly
- A-3. Faculty Perspectives on Leadership Profiles and Selection.....Faculty Assembly Representatives
- A-4. Adjourn



DRAFT MINUTES

November 16, 2022, at 9 a.m.
Via Videoconference and PBS North Carolina Livestream
East Carolina University
Main Campus Student Center, Ballroom A
Greenville, NC

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 or by videoconference: Mark Holton, Joel Ford, Carolyn Coward, John Fraley, Anna Nelson, and Ray Palma.

Chancellors participating were Kelli Brown and Brian Cole.

Staff members present included Dr. Andrew Kelly from the University of North Carolina System Office.

1. Approval of the Minutes of October 19, 2022 (Item A-1)

The chair called the meeting to order at 9 a.m. on Wednesday, November 16, 2022, and called for a motion to approve the open session minutes of October 19, 2022.

MOTION: Resolved, that the Committee on Strategic Initiatives approve the open session minutes of October 19, 2022, as distributed.

Motion: John Fraley
Motion Carried

2. Chancellor Perspectives on Public University Leadership Today and in the Future (Item A-2)

Chair Powers began with a summary of the previous work the committee has completed on the topic of higher education leadership. Next, Powers introduced Mr. David Crabtree to lead a panel discussion on public university leadership today from the perspective of the UNC System's current chancellors. Members of the panel discussed many topics surrounding the current role of leadership within higher education. Following the discussion, the panel and committee members discussed the outcome and the System's path forward.

3. Adjourn (A-3)

There being no further business and without objection, the meeting adjourned at 10:30 a.m.

Joel Ford, Secretary

AGENDA ITEM

A-2. Review of Search Practices Across Public Higher Education Andrew Kelly

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 when building effective campus leadership.

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 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 landscape of public 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 refinement of policy and practice.

Assessment: The Committee on Strategic Initiatives will review search policies and practices in other states and public university systems with the goal of identifying potential improvements to policy and practice in the UNC System.

Action: This item is for discussion only.



Review of Search Policies and Practices Across Public Higher Education

UNC Board of Governors
Committee on Strategic Initiatives
January 18, 2023

Outline

- Review: Takeaways from Fall 2022 sessions on public university leadership in the 21st century.
- Analysis: Search policies, practices, and processes in other states and public university systems.
- Next steps: February discussion of potential changes to System policy and practice.

Review: Charge to the Committee

*“The job of a university chancellor is uniquely challenging. External demands on our institutions have increased while campus operations and risks have become more complex. Surveys suggest that the skills necessary for success as a university chancellor are distinct from those that were most important in the past. Tenures have decreased as has the pool of interested candidates. These trends have implications for our System. **This fall, the Committee on Strategic Initiatives will take a step back and ask whether our assumptions about the demands of the job and the competencies needed to meet those demands are up to date. We need a clear, agreed-upon understanding of the skills, attributes, and experiences that are most critical to success today and in the future.**”*

Chairman David Powers

Report of the Committee on Strategic Initiatives

September 2022

September: National Landscape

Cole Clark and Christina Spotts

Deloitte, *Pathways to the University Presidency*

- **Finding 1: Varied pathways to the presidency.** The paths for prospective presidents are becoming more complex, fragmented, and overlapping. Academic deans are increasingly moving right to the top job and bypassing the provost's office altogether.
- **Finding 2: A New Role for the Provost.** Today's provosts often have a set of skills that complement the president, rather than replicate them.
 - The **president** is looking "up and out"
 - The **provost** is focused "inward and down"
- **Finding 3: Primacy of fundraising.** Presidents told us in our survey that "fundraising and alumni/donor relations" and "strategic planning" rank among the most important responsibilities in their day-to-day.
- **Finding 4: Need for Leadership Development.** While nearly two-thirds of presidents surveyed said they had coaches or mentors to help them prepare for the role, only one-third indicated that they still receive coaching to succeed in the job.
- **Finding 5: There is increasing pressure on presidents to look for quick wins.** Many are looking for low-hanging fruit on their campuses where they can show fast results, not only for their own boards but also for search committees for their next job.

The skills needed most when presidents assume office

-  **#1** Strategist
-  **#2** Communicator and storyteller
-  **#3** Fundraiser
-  **#4** Collaborator
-  **#5** Financial and operational acumen
-  **#6** Academic and intellectual leader

Respondents were asked to rate "the importance of the above knowledge skills and behavior required to be a president when you assumed your current role." (n=165)

Pathways to the university presidency

5

September: National Landscape

Mark Becker

President, Association of Public and Land-grant Universities (APLU)

Fmr. President of Georgia State University

Public university leaders must be able to:

- build and manage a strong team with complementary strengths
- focus on the *long-term success* of the institution, not themselves
- navigate and succeed in state and local politics
- respond to public concerns about student debt, the value of college, and student success

“Georgia State . . . has been reimagined –amid a moral awakening and a raft of data-driven experimentation—as one of the South’s more innovative engines of social mobility.”

—*The New York Times*, 2018

“

If I surround myself with people who become prominent for what they do, that’s our success. That’s my success.

It’s what you do for your institution.

Mark Becker

President, Georgia State University

”

October: Trends in Leadership Profiles and Search Processes

Dr. Rod McDavis

Managing Director AGB Search

Fmr. President, Ohio University

Most Common Attributes Referenced in Leadership Profiles

- Commitment to diversity, equity, and inclusion – 10
- Excellent communication skills – 9
- Strong financial acumen – 9
- Experienced fundraiser – 9
- Collaborative leadership – 8
- Understanding and respect for shared governance – 8
- Student centered – 8
- Visionary and transformational leader – 7
- Proven leader – 6
- Experience with recruitment and retention initiatives – 6
- Appreciation and support for intercollegiate athletics - 6
- Prioritizes higher education, academic, and research excellence – 5
- Commitment to community engagement - 5

October: Trends in Leadership Profiles and Search Processes

Dr. Rod McDavis

Managing Director AGB Search
Fmr. President, Ohio University

Lessons from Search Processes in other States/Systems

- Leadership profiles should be a shared understanding of what skills and attributes reflect the needs of the institution and its stakeholders and the rubric by which candidates are judged.
- To balance institutional and system perspectives, many search policies require slots for System board and/or president on search committees.
- System boards should consider identifying key “leadership pillars”—a subset of skills and attributes identified by Board and President—that would be consistent across searches.

November: Chancellor Perspectives on Leadership

“The job of a chancellor has no analog in the private sector. It is part CEO, part big city mayor.”

NC STATE UNIVERSITY



NORTH CAROLINA
AGRICULTURAL AND TECHNICAL
STATE UNIVERSITY

Appalachian
STATE UNIVERSITY

- New chancellors must understand UNC System’s unique governance structure—President, Board of Governors, General Assembly.
- External-facing demands have increased on chancellors, which puts a premium on creating strong teams to manage internal operations.
- Athletics are increasingly important and complex, yet traditional academic pathways do not provide chancellor candidates with experience in athletics.
- Successful chancellors must be high in “EQ”

Refresher: UNC System Search Policy (200.8)

President

- Oversees System Office staff with responsibility for searches
- Helps determine search committee membership
- Charges search committee
- Develops chancellor leadership competencies
- Interviews finalists
- Checks references
- Negotiates terms of employment
- Offers chancellor-elect for final consideration by BoG
- **President (or designee) does not serve on search committee**

Search Committee

- Composed of representatives of the board of trustees, the faculty, the student body, the staff, the alumni, the local community, and other campus constituencies
- Search committee receives the input of institutional stakeholders and community members
- Develops a leadership statement that describes the desired qualities for the new chancellor
- Conducts interviews and consider the qualifications of candidates
- Proposes a slate of finalists for consideration by the board of trustees, who recommends the slate to the president

Board of Trustees

- Members serve on search committee
- Considers candidates proposed by search committee as potential finalists
- **Per statute**, refers a final slate of candidates to the President for additional vetting and consideration

Board of Governors

- Selected members provide input and advice to the President on a slate of finalists
- Governors both in committee and then as the full body consider and vote on a proposed chancellor-elect
- Policy prohibits BoG from serving on search committees

Search Processes in Other States/Systems

- According to Education Commission of the States (ECS), **27** statewide governing boards have authority over “[Approving] campus presidential hiring and/or compensation” at four-year universities (including North Carolina).
- In addition, we examined policies and practices in systems where governance is like ours: University of Texas System; State University System of Florida; University of Maryland System; University of Tennessee System).
- Examined policies on key dimensions:
 - what role does governing board and System head play in searches?
 - how is the leadership profile developed?

In general: Search policies reserve a larger role for System President and/or System Board in search processes than current UNC policy

Of the 31 policies we analyzed, 22 explicitly include System leader or System Board members on search committee(s); 7 included both.

Search Policies in Other States/Systems

UNC Policy 200.8:

D. Search Committee

1. The search committee shall be composed of representatives of the board of trustees, the faculty, the student body, the staff, the alumni, the local community, and other campus constituencies as may be deemed appropriate, which can ordinarily be achieved with a committee of no more than 20 members.
2. No member of the Board of the Governors may serve as a member of the search committee.
3. The chair of the board of trustees in consultation with the president shall identify a chair of the search committee; the chair of the board of trustees may also serve as chair of the search committee with the agreement of the president.
4. As further described in this policy, the search committee shall work on behalf of the board of trustees and the president to receive the input of institutional stakeholders and community members, to develop a leadership statement that describes the desired qualities for the new chancellor, to conduct interviews and consider the qualifications of candidates, and to propose a slate of finalists for consideration of the board of trustees, who recommends the slate to the president.

University of Texas System Board of Regents Rule 20201: Presidents (*Campus Leader*)

Regents: System Board
Chancellor: System leader

1.1 Presidential Search Advisory Committee. When there is to be a vacancy in the office of a president, an Advisory Committee shall be established to recommend candidates to the Board. No person who elects to be a candidate for the vacancy may serve on the Advisory Committee. **The Chancellor, the Executive Vice Chancellor for Health Affairs, or the Executive Vice Chancellor for Academic Affairs shall serve as Chairman of the Advisory Committee** unless the Chairman of the Board makes another appointment. Committee membership is as follows:

(a) At least one Regent to be appointed by the Chairman of the Board.

(b) Two presidents from the U. T. System to be appointed by the Chairman of the Board.

(c) The Executive Vice Chancellor for Academic or Health Affairs.

(d) Three faculty members from the institution involved. At least two of the members shall have the rank of associate professor or higher.

(e) One Dean to be selected by the Deans' Council of the institution involved for academic institutions. At health institutions, the member will be the Dean of the Medical School or in the absence of that position the member will be a senior representative of the teaching program of the institution selected by the Chairman of the Board.

(f) One student, in good academic standing, from the institution involved.

(g) The President of the alumni association of the campus involved.

(h) One nonfaculty employee of the institution involved. The method of selection shall be determined by the staff or employee council of the institution involved. If there is no staff or employee council, selection will be by the Chairman of the Board.

(i) At least two representatives of the institution's external constituency who have demonstrated a deep interest in and support of the institution, its programs, and its role in community activities to be appointed by the Chairman of the Board.

	System Board members on search committee?	System leader or designee on search committee?	Other campus CEOs on the search committee?
UNC System	No	No	No
California State University System	Yes	Yes	Yes
University of California System	Yes	Yes	No
Florida Board of Governors	Yes	No	No
University System of Georgia	Yes	Yes	No
University of Maryland System	Yes	Yes (nonvoting)	No
State University of New York (SUNY) System	No	Yes (nonvoting)	Yes
City University of New York (CUNY) System	Yes	No	Yes
Pennsylvania State System of Higher Education	Yes	Yes (nonvoting)	Yes
University of Texas System	Yes	Yes	Yes
Kansas Board of Regents	Yes*	No	No
Utah State System of Higher Education	Yes	No	No
West Virginia Higher Ed. Policy Commission	No	Yes	No
University of Wisconsin System	Yes	Yes+	No

Multi-committee Models

Governance Key:
 13 Universities
 Board of Regents - governs system
 President - leads system
 Chancellor - leads campus

University of Wisconsin Board of Regents

Special Regent Committee

When a vacancy occurs or is imminent, the Regent President shall designate a Special Regent Committee consisting of at least three Regents to be involved in the selection process for a replacement. The SRC:

- Works with UW president to **develop the job description**
- Sits on Search and Screen Committee
- **Chooses finalists for interviews.**
- In consultation with the President, reviews all finalists, conducts interviews, and **identifies a candidate to recommend to full board.**

Search and Screen Committee

Committee of faculty, staff, students, community members and Regents. At least five non-regent members.

- Review job description
- Interview semi-finalists
- **Submit an unranked list recommending qualified individuals to the Special Regent Committee,** along with full alphabetical list of all those considered.

California State University System Board of Trustees

Governance Key:
 23 Campuses
 Board of Trustees - governs system
 Chancellor - leads system
 President - leads campus

Trustees Committee for the Selection of the President (TCSP)

The TCSP is composed of the **Chair of the Board, four Trustees, and the Chancellor.** The Chair designates a Trustee as chair of the TCSP.

- Identifies campus needs and desired attributes of the new President
- Chancellor and Chair of TCSP confer and evaluate whether there are internal candidates that should be added to the pool.
- **TCSP refers names of finalists to the full Board of Trustees.**

Advisory Committee to the Trustees Committee for the Selection of the President (ACTCSP)

The ACTCSP is composed of faculty, staff, students and alumni, along with the President of another CSU campus selected by the Chancellor.

- Provides advice and consultation regarding the position and suggests candidates.
- Reviews and comments on all candidate applications, interviews candidates, and participates in deliberations that lead to the selection of a final candidate.

Flexible Search Policies



(4) Chief executive officer search process options may include, but are not limited to, the following:

- (a) **Committee-led searches** in which the search committee conducts initial interviews and campus visits, assists the Board in its due diligence responsibilities associated with the review of final candidates, and forwards names of candidates to the Board for final interviews and selection;
- (b) **Board-led searches** in which the Board conducts initial interviews, forwards names of candidates to the search committee for campus visits and search committee interviews, the search committee assists the Board in its due diligence responsibilities associated with the review of final candidates and forwards names of finalists to the Board for selection;

In determining the process to be utilized, the Board shall consider: (1) which strategy will likely lead to the most qualified candidates seeking nomination to and remaining in the pool; (2) the interests and benefits of including more campus constituencies in the process; (3) the timing of the process; and (4) other factors that impact the process.

Kansas Board of Regents, Board Policy Manual,
Chapter II, Section C.2



THE UNIVERSITY
of TEXAS SYSTEM

1.9 Alternate Process.

When the Board of Regents has candidate(s) from recent searches at other institutions, from within the U. T. System, and/or of national prominence from outside the U. T. System to advance for consideration, the Chairman of the Board of Regents shall appoint a Special Committee to provide the Board with advice and evaluation consistent with that usually provided by an Advisory Committee. The Special Committee shall be composed as specified above for the Advisory Committee but will not include members of the Board of Regents. The Special Committee shall not extend its consideration beyond those candidates referred to it by the Board of Regents without specific concurrence from the Board.

University of Texas System Board of Regents
Rule 20201: Presidents

Leadership Profile

UNC Policy 200.8

A. President.

As further described in this policy, the president shall have the overall responsibility for overseeing System Office staff with responsibility for managing and supporting chancellor searches, helping determine search committee membership, charging the search committee, **developing chancellor leadership competencies...**

D. Search Committee

4. ...[T]he search committee shall work on behalf of the board of trustees and the president to receive the input of institutional stakeholders and community members, **to develop a leadership statement that describes the desired qualities for the new chancellor. . .**

Leadership Profile

- Most search policies identify the development of job description or leadership profile as a key initial step in a search.
- We have not found any systems that define leadership pillars that are consistent across searches.
- In most systems (including ours), the search committee is tasked with developing the job description.
- However, some policies call for the System Board and/or System Leader to develop or approve the profile:

State University of New York

"In consultation with the Chancellor's representative and the search consultant, the committee should assess the needs of the institution and the type and style of leadership desired in a new president. Combining the results of this assessment and the required criteria set forth by the Chancellor, the search committee shall develop, **and submit to the Chancellor (or the Chancellor's representative) for approval, the material to be used in the advertisement of the vacancy and the recruitment of candidates for the position.**"

Campus leader: President

System leader: Chancellor

University of Wisconsin Board of Regents

"The Special Regent Committee shall work with the System President to produce a brief job description, taking into account the special characteristics of the institution at which the Chancellor would serve. The job description shall be inclusive and encourage applicants from various professional backgrounds and not require candidates for chancellor to have a terminal degree or the academic experience to be awarded tenure at the institution."

Campus leader: Chancellor

System leader: President

California State University System

"The Trustees Committee for Selection of the President (TCSP) determines the attributes desired for a successful candidate, approves the final campus and job descriptions, and any advertising copy, and reviews and interviews candidates."

Campus leader: President

System leader: Chancellor

University of Tennessee System

"The President shall recommend to the Board a process and timeline for the search **and a statement of qualifications for the position.**"

Campus leader: Chancellor

System leader: President

Kansas Board of Regents (KU Search)

The [Search] Committee shall recommend to the Board in the form of a "Statement of Leadership Characteristics" or "Chancellor Profile" the criteria for the position of Chancellor to be approved by the Board."

"The Board requests the Committee analyze, at a minimum, a candidate's strengths in the following areas..."

Next Steps

- Identify areas for further analysis and research based on Committee interest.
- Depending on sense of the committee, develop draft policy changes for committee to review and discuss in February.
- Pending discussion in February, refer any recommended policy changes to the Committee on University Governance.

QUESTIONS?

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AGENDA ITEM

A-3. Faculty Perspectives on Leadership Profiles and Selection..... Faculty Assembly Representatives

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.

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 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 landscape of public 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 refinement of policy and practice. The committee will also solicit input from key stakeholders including faculty, students, staff, administrators, and other university leaders.

Assessment: The Committee on Strategic Initiatives will hear faculty perspectives on the skills, attributes, and experiences that are most critical to chancellor success and the implications for search and selection policies and practices.

Action: This item is for discussion only.