THE UNIVERSITY OF NORTH CAROLINA SYSTEM

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.

_____

Joel Ford, Secretary

THE UNIVERSITY OF NORTH CAROLINA SYSTEM

MEETING OF THE BOARD OF GOVERNORS
Committee on Strategic Initiatives
October 19, 2022

AGENDA ITEM

A-2. Searching for Public University Leaders: National Trends and Best Practices.....David Powers
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.

Leadership Profile and Search Process for Chancellor's Searches: An Overview

University of North Carolina System
Board of Governors

Roderick J. McDavis, Ph.D.
Managing Principal
AGB Search

October 19, 2022

Sources for Leadership Profiles

Ten Universities

California State University Channel Islands

Emporia State University

Florida Gulf Coast University

North Dakota State University

San Jose State University

Texas Southern University

University of Iowa

University of Nebraska at Omaha

University of Wisconsin-Madison

Wichita State University

Top Attributes and Characteristics for Presidents/Chancellors

Commitment to the advancement of 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

Top Attributes and Characteristics for Presidents/Chancellors

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

THE UNIVERSITY OF NORTH CAROLINA SYSTEM

MEETING OF THE BOARD OF GOVERNORS
Committee on Strategic Initiatives
October 19, 2022

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.

Michael Wilson
Prior to joining Northwood Ravin, Michael Wilson attended the University of North Carolina at Charlotte and then the University of North Carolina at Chapel Hill's School of Law. Wilson spent 19 years as a litigator in Construction Law and Commercial / Business Litigation at the Charlotte, North Carolina firm of Johnston, Allison & Hord, PA where he was the Litigation Practice Group Leader. Over the course of his practice, Wilson has been twice named as one of the top 100 attorneys in the State of North Carolina and in 2009 he was named in *Business North Carolina* magazine as the top attorney in North Carolina for Construction Law. For several years, he was the co-author of the Construction Claims Chapter in the North Carolina Construction Law Desk Book publication for the NC Bar Association. Wilson also taught Business Law in the UNC Charlotte MBA program as an adjunct professor for two years and he recently served as the chair of the UNC Charlotte Board of Trustees and the New Chancellor Search Committee.

Jan King Robinson
Jan King Robinson, JD, currently serves on the Elizabeth City State University Board of Trustees. She has been a member of the board for the past 7 and a half years and served as chair for two years. Robinson became the first woman in the schools' 128-year history to serve as the chair. During Robinson's 18-year career in healthcare administration, she held positions at Sentara Albemarle Hospital, the former Albemarle Hospital, as interim president, vice president of operations, vice president of clinical services, and vice president of human resources and organizational development. Prior to becoming a hospital administrator, Robinson served as an assistant dean and professor in the Davis School of Business & Economics at Elizabeth City State University for five years. Robinson earned her B.A. in Communications from Stanford University, M.A. in Communication Studies from Northwestern University, and J.D. from the University of Pennsylvania Law School.

Susan Safran
Susan Safran is a graduate of the University of North Carolina at Greensboro. She served on the UNCG Board of Trustees for 10 years and was the chair from 2014 to 2016. She chaired the Chancellor Search Committee that brought Chancellor Gilliam to UNCG. Her impressive career as a nurse included stints at Wake Medical Center, Duke University Medical Center, and Rex Hospital. Safran is a recipient of the UNCG School of Nursing Distinguished Alumni Award and the NC American Heart Association's NC Advocate of the Year Award.