NORTH CAROLINA CENTRAL UNIVERSITY
DURHAM, NORTH CAROLINA
CHANCELLOR SEARCH COMMITTEE
SUBCOMMITTEE ON LEADERSHIP/POSITION STATEMENT

JANUARY 30, 2017

The Chancellor Search Committee Subcommittee on Leadership/Position Statement convened via telephone conference call on January 30, 2017. Chairman Michael Johnson called the meeting to order at 4:00 p.m.

ROLL CALL: Present: Mr. Michael Johnson, Mr. George Hamilton, Mrs. Oita Coleman, Attorney Kimberly Grainger, Dr. Bert L’Homme, Dr. Dwight Perry and Dr. Carlton Wilson

ADOPTION OF THE AGENDA: It was moved and properly seconded that the agenda be adopted. The motion carried.

Chairman Johnson thanked the committee for agreeing to serve and deeply appreciates the work and knows we are on a short frame to have the requirements to the Search Firm next week.

All of you were selected for this role based upon your intimate knowledge of NCCU. We want you to articulate based upon the University strategy and plans and future challenges the requirements of the next Chancellor of the University. Chairman cannot think of anything more important than to select the right person for this job and it all starts with a clear requirement of what we are looking for.

Chairman Johnson shared with the Subcommittee members their role is to provide input to the Search Firm on the major and unique qualifications desired for the next chancellor at NCCU based upon the University’s strategy and plans and current and future challenges.

Last week you were sent the UNC Strategic Plan, NCCU Strategic Plan, and the NCCU Academic Strategic Plan along with the 2012 Leadership/Position Statement. You were requested to organize your thinking into two categories:

- The first category will include the basic competences and experiences required for any college president/chancellor regardless of the University; and
- The second category will be those unique competencies required for NCCU based upon our strategic imperatives, plans, challenges and culture.
The primary focus and value to this process will be on the second category. Today we will discuss the inputs we have received from the Subcommittee members.

Chairman further stated that five inputs were received. We won’t complete the Leadership Statement today, but we will in today’s discussion formulate the direction and major themes and central ideas behind what we will end up with. There will be a meeting with the NCCU Board of Trustees tomorrow.

The Forums were held last week with students, faculty, staff, alumni and business and industry communities. All of the comments will be collected and given to the Search Firm. It is expected to have a draft Leadership/Position Statement next week so it can be presented before the entire Search Committee. Dates have not been firmed up, but you will hear within the next day or so.

The best way to start is to walk through the inputs and seek discussion on each submission. In these kinds of assignments it is better to debate and get clear up front as to what we are looking for, so when we find the right person we will all know when we see it and have less debate on individuals.

Highlights of those inputs are:

- Basic Competencies:
  - Sufficient VC; earned terminal degree (preferred);
  - Equivalent Experience;
  - Strong communication and personal skills;
  - Clear understanding of challenges facing higher education;
  - Drive for excellence;
  - Business operation skills;
  - Ability to work effectively with elected officials;
  - Ability to bring people together;
  - Public and Private collaboration;
  - Hiring procedures;
  - Leadership skills;
  - Goal setting; and
  - Committee to research and teaching

Mr. Hamilton in preparation of his input shared with the Committee a publication by the Association of Governing Board for Universities and Colleges entitled “The Complete Guide to Presidential Search for Universities and Colleges”. It goes through the entire search process, but there is a section that speaks to presidential four archetypes that have emerged in their discussions around what higher education institutions need in a president or chancellor.

It summarizes the 4 archetypes:

- Manager – mastering technology choices related to campus management and student learning
  - Produces partnerships (broadly not only to mean not only with the academy, but outside of the academy) to all possible partnerships that can benefit the university;
  - Very skilled in building a brand;
  - Selective excellence not excellence across the entire enterprise;
  - Understand traditional as well as non-traditional education – understands online as well as on campus education;
Leveraging;
Mentoring networks; and
Ensuring entrepreneurial advantage
- Academic Leader
  - Presidents who understand what makes the institution distinctive. The prized individuals often are scholars, intellectuals, who can effectively champion the academy’s vital role in society at the center of teaching, research and service.
- Politician
  - Whose connections and diplomatic and lobbying skills can ensure campus visibility and a fair share of public resources – capital funding policy – types of profile that can bring value in those areas? Needs to be very skilled in North Carolina dealing with the General Administration, Board of Governors and the Legislature.
- Fundraiser
  - President is universally embraced in both public and independent institutions. All institutions need it, but just too varying degrees.

In summary, Mr. Hamilton indicates the ideal candidate would embody all 4; however, that is a rare find. Based on the challenges and opportunities at NCCU, it is Mr. Hamilton’s belief what is needed is a great manager and fundraiser.

The question was asked, what’s most important from an academic standing? Whoever is selected assuming someone that is aligned to what we need going forward which would be someone who would continue to do what Chancellor Saunders-White did a great job of (she would be characterized more as a manager); she had some of the other elements, but her real strength was a manager, building partnerships, building the brand, seeking selective excellence, understanding online as well as campus education; driving an entrepreneurial advantage. With all of the capital needs we have we have to make up about $10 million between what is in the NC CONNECT BOND and what the final bill will be to complete the New School of Business project. Currently we are maxed out or at capacity in the NCCU dormitories. In order to continue to grow and meet the charge from the UNC system we need to educate more of the underserved populations in the State and we cannot do that very effectively if we don’t bring on some more dorms or housing space – which would be significant dollars.

COMMENTS:
- Expand effective use of technology to be a campus-wide technology strategy not just an information delivery, but how to tie that together with all technology. What does it look like, what is the technology infrastructure and make sure it is set up for the future not just the education delivery to be effective cost-cutting across the entire campus.
- Funding and politician go together. Traditionally, the academic as the manager role comes more easily; challenged because constantly in political environment in North Carolina, always dealing with budget cuts. Half way through the academic year everybody needs to figure out how to slash so many more percentages. Manager role important does not want to under value the politician and fundraiser role – those will be the two things that make us more or less successful especially in this environment.
- As to the politician, when you think about the budget challenges that we get consistently that is not just an NCCU issue that is a UNC issue. Certainly we need to have a voice, but it will take a big vote to have discussion with the legislature.
As it relates to fundraiser you have to have a very strong brand a very strong value proposition and a great product. A general manager works on the brand, building the brand, positioning the brand, articulating the brand, making sure that the key components are where they need to be.

Have a strong academic provost and strong department heads. Trends hire a business type or someone out of a university. Hire manager with education experience who has background in fundraising.

University is a very complex enterprise all based upon the desires of 18 year olds. A person who can manage various aspects of this enterprise is someone who is extremely well valued, has a high level of strategic thinking. A person who can weave these different things together – fundraiser and political aspects – all come together at a very important intersection. Someone who is very strategic in their planning and thinking should be able to navigate that. The brand sometimes takes you places where you have not earned to be. Lots of institutions today living on the brand, but not coming up with the deliverables, but are brand strong.

Academic CV, credentials, academic experience are very important within the community and external to the community. Looking at our peers in the UNC System and beyond is leaders who have earned the type of respect in the academic arena are highly valued.

Ensured Access is a sub-set. Must make sure the individual is sensitive to out of state demographics.

Individual who understands strategic enrollment growth, not just growth for the sake of it

Manager speaks well but is an individual who can think strategically and have the credentials and clearly understands fundraising. Involved in a major capital fund campaign would be good.

Value will come with improving the product – students and outcome of students. UNC System, Board of Governors and legislature high priority is getting students graduating at a higher percentage than what they have in the past.

More research funding, internships and employment opportunities for graduates

Improved performance and retention rates.

The UNC System is being charged, the graduation rate for the system today is somewhere around 46-47%. Studies done for the System indicate in the next 5 years for the UNC System to deliver the number of college graduates that number needs to be moving towards 60-65%. Getting students out quicker and more of them will be a charge we are going to get.

The other charge is around access. The BOG has looked at the data and sees the demographic trends in the Strategic Plan recently released with a real emphasis on the underserved which includes more than just color, but also low income and rural communities, Acceptance rate in UNC System is dismal.

Access – Experience, deep understanding and passionate commitment to serving underserved students. A candidate must be able to articulate a plan for accomplishing this. What would plans be to increase retention and graduation rates? Some success in accomplishing academic quality of students.

Proven track record, some experience and/or translate some skill set from other positions they had to make a case they are truly expected to put emphasis on this issue.

Start to look at categories of qualifications and expertise and we all will agree access to student success should be highlighted. Those attributes are not always listed in these types of statements.

Fundraising abilities of the candidate’s success in fundraising in higher education and also funding research.
• Be able to generate or assist faculty and/or staff and administrators, deans in garnering new sources of funded research is important.
• Terminal degree includes JD, might need to be stated in description. Idea is for individual to have an appropriate credential to be chancellor of an academic institution. Looking at the UNC System and partners, NCCU would be in a better position to have a terminal degree. Faculty would look more favorable on an individual with a terminal degree. Use language from the 2012 Leadership Statement – Applicants and nominees should possess an earned doctorate, appropriate terminal degree, or experience sufficient to engender respect from all constituents of the University and the local community.
• Enhancing Academic Distinction – an understanding of faculty needs regarding recognition in the academic space (professional development).
• Teaching, Learning and Research – an understanding of faculty responsibilities and the balance between teaching load, work load, research and service requirements.
• Student Success – an understanding of the faculty time commitment required to ensure student success of students with diverse abilities.
• Demonstrated success at a leadership level at an institution where the timely graduation rates have improved and where job placements rates are high – be able to articulate how they will do it.

In conclusion, there being no further input, Chairman Johnson indicated that inputs collected from the Board of Trustees and Forums will be consolidated and sent out. All comments from today’s meeting were captured. If the Committee Members wish to expand on competencies, please send to Chairman Johnson or Ms. Dottie Fuller.

There being no further business, it was moved and properly seconded to adjourn. The motion carried.

Respectfully submitted:

Dottie Irving Fuller
Recorder