The Chancellor Search Committee convened via telephone conference call on February 2, 2017. Chairman Hamilton called the meeting to order at 4:00 p.m.

ROLL CALL: Present: Chairman George Hamilton, Mr. Darrell Allison, Mr. John Barbee, Mr. Brett Chambers, Mrs. Oita Coleman, Attorney Phyllis Craig-Taylor, Dr. Harriet Davis, Mr. Geoffrey Durham, Attorney Kimberly Grainger, Dr. Donna Grant, Mr. Michael Johnson, Judge Elaine O’Neal, Dr. Dwight Perry, Ms. Demetria Robinson, Dr. Kenneth Tindall, Dr. Ingrid Wicker-McCree, Dr. Carlton Wilson, Ms. Frankie Perry Absent: Ms. Alesha Holland, Mr. Michael Goodmon, Dr. Phail Wynn, Dr. Bert L’Homme, Ms. Joan McNeill and Mr. Samuel Cooper

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

APPROVAL OF THE MINUTES: It was moved by Trustee Barbee and properly seconded by Trustee Johnson to approve the minutes dated January 17, 2017. The motion carried.

Chairman Hamilton announced the purpose of this call is to help us develop a good input into the Leadership Statement that will be used as we post the job with the public so that people will have a good feel for what we are looking for in our next Chancellor as well as what are the strengths and opportunities of the institution. We have had several listening forums perhaps some of you participated in those, have gotten a lot of great input and what we would like to do today is to spend time with the Search Committee and seek whatever additional input you may have as we build this Leadership Statement.

Chairman Hamilton recognized Chairman Johnson, Subcommittee Chairman on Leadership/Position Statement to lead the discussion and further clarify this process.

Chairman Johnson thanked the Search Committee for their participation on this call and for providing leadership/position statements. The Subcommittee meeting was to review and instill the Subcommittee’s own inputs and further listen to and receive inputs from the NCCU Board of
Trustees. The Subcommittee has also received inputs from the numerous forums held on campus and today wants to further refine the thinking by listening to the inputs of the full Search Committee. You were asked to provide your input on the major and unique qualifications desired and which many of you have completed and in your package are all inputs received to date.

Chairman Johnson indicated we are in the process of refining the Statement and in order to do that and in order to ensure that all of this great input is aligned with our vision statement, Mr. Hamilton has prepared a Vision reflecting the future of NCCU.

Chairman Hamilton stated in order to help further the focus on what success looks like and what are some models of the Chancellor, we will seek feedback from the Committee on what you think the type of direction we should be going in terms of Chancellor model and some specific things you think are critical that we are included in this process that you raise those. In conversation with Diversified Search, Veronica Biggins recently we talked about the kinds of tools and questions that we could use in these listening forums and she raised a question “If we were to pick up a newspaper five years from now in 2022 and there was an article that was in the newspaper on NCCU, what would we want that article to say?” As a result Chairman Hamilton drafted an article “NCCU in the News in 2022”.

North Carolina Central University (NCCU) is a premier, first-choice institution with leading programs in law, business, nursing, library sciences and biotechnology. These well-established programs focusing on entrepreneurship, research and intellectual property are creating career opportunities and easing market entry for NCCU graduates. In the past five years, the university has demonstrated excellence by increasing its enrollment to 8,600 students; and while proud of its heritage as a Historically Black University, the student population reflects a wider range of diversity, including ethnicity (Hispanic and Asian, in particular), gender, religion, socioeconomic status (low income in particular), national origin, as well as individuals from rural communities. It has also improved its retention rate of freshman and sophomore students to 85% and improved its six year graduation rate to 58%. Most importantly, graduates are highly sought after by employers due to their job readiness upon receiving a degree. Greater than 75% of NCCU graduates are hired in their field of study at or above the average salary published by NACE. In addition, more than 80% of its graduates remain in the state and contribute greatly to the economy of NC.

The Faculty and Staff at the university has experienced growth and have received numerous awards as they outperform compared to peer institutions. NCCU has launched its third intellectual property into industry which has generated significant revenue. These successes reflect dynamic leadership at the university and implementation of a strategic plan that guided investments in university infrastructure and academic programs; helped by a highly successful $50 million capital campaign which has exceeded campaign goals. Campaign funds supported the completion of the new Student Center, new School of Business, restoration and reopening of the historic Chidley Hall Residence Hall and refurbishing its’ two largest to “A” status. Additional resources supported the expansion of programs to serve more traditional and nontraditional
students. Moreover, NCCU’s leadership has strengthened relationships with the local community resulting in public-private partnerships that have improved safety and beautified areas neighboring its campus.

Finally, NCCU seems to have found the right balance among strong academic programs, service oriented activities and a socially engaged life on campus. Its athletic teams consistently achieve conference championships with a sports portfolio that aligns to university demographics. Its student athletes enjoy upgraded facilities and in addition to excelling on the field of play, its student athletes also achieve a cumulative GPA of 3.1 or higher. Additionally, NCCU has been named “HBCU of the Year” again by HBCU Digest, and continues to receive top rankings by a myriad of publications, including U.S. News & World Report and the Wall Street Journal resulting in the increased pride of its alumni which are even more committed and engaged in supporting their alma mater. NCCU is recognized as one of North Carolina’s best universities and remains a model of success for academic institutions nationwide.

Mr. Hamilton stated this is a view of what the future could look like and the thought would be to use that type of a document to help us in determining what is the required skill set, competencies and style of the next chancellor that will help us help drive that type of performance.

**COMMENTS:**
- Vision – needs to be worked in and also when talking about entrepreneurship without innovation you are leaving half of the money on the table. The innovation part at NCCU should not be overlooked; also arts plays a big role in innovation and that is where credibility is driven. NCCU has been known for its arts and humanities for a long time and needs to be included.
- The goal for a capital campaign of $50 million undersells us. If we are as strong as that article says we are it should be at a minimum of $100 million.
- Looking at 2022 the fundraising is not necessarily the dollar amount, but the fact that we stand on a strong endowment foundation. The goal for any university is to build its endowments and that is what capital campaigns do. Should add a component that would speak to the fact that NCCU has built as strong endowment which would speak volumes about the institution’s stability network and its ability to thrive.
- $50 million is the minimum we’re striving for. When talking with a candidate they need to know we are looking for someone to come in and raise significant dollars. We will only speak to those who have a set of experiences that are wide and vast and that would be in working in tandem with members of the Board of Trustees and Foundation Boards and that is where leaders look for inspiration and the capability to take us to the next level where we should be striving in the arena of million dollar gifts.
- 2022 - $80 million would be considered reasonable.
- In terms of creating the Leadership Statement, fundraising is going to be centered in the Leadership Statement in talking about academic programming, success of students, 70% students would be placed into certain types of fields of employment that speaks to the academic preparation. In having a Leadership Statement that focuses on having a leader who is really in tune with development of various relevant academic programming and a student experience is going to generate and create the types of students who are
competitive, who will represent the University and will lead to many entities investing in the university. Looking at the core creating entrepreneurial or individuals who have been training in an innovative, competitive, academic environment clearly we can note our signature programs, but understanding the nature of the university, goals, mission the heart of the university and how it is brought together. NCCU in the past, although having excellent programs in biological sciences and create individuals from those who graduate from NC State and MIT was that they did have some training in the humanities that were required – always made a difference. A leader who recognizes in order to have signature programs we must bring to the students an academic core that is going to create students who stand apart from the rest. If they wish to pursue graduate or professional school, or employment they can be recognized and bring something to the table. The competitive academic core is very important in fashioning a Leadership Statement and needs to be captured. That will cause everything else to fall into place. If we do not have the academic programs that will generate the students; we won’t have the brand where individuals are willing to invest $80 million.

- What competencies do presidents possess that allowed them to go out and engage Board Members and others to raise those kinds of dollars. Has an ability to speak to what the institution been good at, types of graduates produced.
- Durham’s economy and workforce has changed over the past 5 years, no longer exclusively local and southeastern. More dollars and investments are coming from innovations, biotech, and sciences. New players and investors in this market need to be tied into as a point of entry to make sure the student body is being adequately prepared so when those companies do come, land, invest, stay, expand and grow that they have an ample talent pool from NCCU to plug the workforce needs into.
- Find an individual that has a career profile that demonstrates they can actually do all the things that are being listed, the ability to message the uniqueness of the university; assisting the development and implementation of the short and long term; the strategic plans and goals, all with special interest and focus on academic programs. Academic programs are formed by the emerging employment areas, economic development, entrepreneurial and innovation. It will require someone who is fairly strong in higher education and academics, but also has the after skills.
- International prospective – should be included.
- Attributes of a culture that will support our vision of NCCU in 2022. They are the following:
  - Passionate about student, faculty and staff excellence/success;
  - Agile and nimble toward ideas and strategies that promote excellence/success;
  - However, sustainable strategies that promote excellence/success;
  - Common goals and objectives that are aligned through every person and every department;
  - Shared Governance;
  - Transparency;
  - Authenticity;
  - Openness/Accessibility;
  - A sense of urgency for high quality education at an affordable cost for our students;
  - Synergistic;
High performance;
Supportive; and
Innovative
The university is driven by a deep belief that every student is capable of successful learning. A high priority is given to building and maintaining positive and caring relationships between faculty, staff, students and administrators. There is a strong collegial culture of mutual trust and support among faculty, staff, students and administrators. All of us act as partners in the promotion and achievement of student excellence. The university works to maintain a learning environment that is safe, respectful, tolerant, and inclusive and that promotes intellectual rigor.

- This article is a way to demonstrate what success looks like – ask candidate how they would achieve and develop that kind of culture – assess the qualities, capabilities, characters of all things to make a good chancellor.
- Technology – needs to be implemented in this statement – teach and provide information to students always evolving. Two approaches to that sometimes necessary to be very direct and place a significant amount of interest on technology with faculty. Five years from now there is no way you can have innovative programs or that you can have innovative effective teaching and research without embracing the appropriate technology.

Chairman 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 archetypes: basically, 4 types that have emerged in their discussions around what higher education institutions need in a president or chancellor.

It summarizes the 4 types:
  - Manager – mastering technology choices related to campus management and student learning
    - Produces partnerships (broadly not only within 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;
    - Understands 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 understands 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.
- Fundraiser
  - President is universally embraced in both public and private institutions. All institutions need it, but just too varying degrees.

In summary, Mr. Hamilton’s opinion is that the ideal candidate would embody all 4; however, that is a rare find. We should think about prioritization of the four types as it will be a long stretch to find someone who possesses all of the skills. All are important to what our future needs to become but to get someone skilled in all of these areas probably will not happen.

**COMMENTS:**

- Politician – culture shift in North Carolina – national and federal level would be an attribute.
- Landscape – institutions that have been very successful clearly have assembled teams that are extremely competent. Manager very important with fundraising piece being close with the understanding you must have strong academic programs on the campus, they are managers, successful in fundraising and that implies they have academic leaders in place in furthering those programs that are necessary.
- Terminal degree at minimum – understands academic programs and garners the respect of its key constituents.
- Chancellor/CEO – many come from a combination of brand manager/marketing/finance background - academic component more like brand manager. If you are looking for the product development part the fundraiser must understand the product being pushed. Politician part if you have done well on the brand management side, done well on marketing side, understands finance; it gives good representation for what we need for NCCU. Need to be prepared for what is coming, not for what is here.
- Strong academic leader, manager to accomplish objectives, characteristics are similar.
- Profile is good with policy makers, key influencers/decision makes at the legislature – need to continue to build relationships.
- Politician not 21st century – appropriate term to be used would be government/affairs/relations – looking at type of money needs to maintain in addition to expand.

There being no further comments, Chairman Johnson thanked the Chancellor Search Committee for their participation and input.

A draft of the Leadership Statement is expected to be completed on Monday, February 6, 2017, and a telephone conference call will be scheduled with the Leadership Statement Subcommittee to review and comment on the draft Leadership/Position Statement. If there are changes the draft will be sent back to Diversified Search to incorporate said changes and on Wednesday, February 8th the Full Search Committee will meet via telephone conference call to approve the Leadership/Position Statement.

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

Dottie Irving Fuller
Recorder