OPEN SESSION MINUTES

October 30, 2019
University of North Carolina School of the Arts
Eisenberg Social Hall, Hanes Student Commons
Winston-Salem, North Carolina

COMMITTEE MEMBERS PRESENT

Ralph Womble, Search Committee Chair
Erin Edge
John Hoemann
Phillip Horne
Jerri Irby
Susan Jaffe
Peter Juran
Tom Kenan (ex officio, phone)
Cameron Knight
Mark Land

Ed Lewis
Charlie Lucas (phone)
Elizabeth Madden
Nola Miller
Anne Rainey Rokahr
Beth Thompson
Mike Wakeford
Maura Wetzel
Elizabeth White
Erna Womble

OTHERS PRESENT

Dr. William Roper, Interim President, UNC System (phone)
Scott Murray, Assistant Vice President for Executive Search & Leadership Programs, UNC System
Martin Baker, Buffkin/Baker

Chelsie Whitelock, Buffkin/Baker
David Harrison, Vice Chancellor for Institutional Integrity & General Counsel, UNCSA
Amanda Balwah, AVC and Secretary of the University, UNCSA

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CONVENE THE CHANCELLOR SEARCH COMMITTEE KICKOFF MEETING

Search Committee Chairman Ralph Womble convened the October 30, 2019 kickoff meeting of the Chancellor Search Committee at 10:00 a.m. All members were present.

Chairman Womble welcomed everyone and thanked them for their time and dedication to this important search. All committee members and staff went around the table and introduced themselves. Chairman Womble then introduced Interim UNC System President, Dr. William Roper.

CHARGE TO THE CHANCELLOR SEARCH COMMITTEE

Interim President Roper joined the meeting via conference call. He thanked everyone for their participation on the search committee and delivered his formal charge. He reminded all committee
members to keep the hiring guide close throughout the search as it details the process and timeline. Dr. Roper emphasized how important this search is to not only UNCSA, but the entire UNC System. The search is a joint process between the committee/Board of Trustees and the UNC System Office. Confidentiality is of the utmost importance, and everyone must adhere to it.

The next steps in the search include constituent forums and listening sessions to gather the views of various stakeholders, and to better learn what qualities should be embodied in UNCSA’s next Chancellor. From there, a leadership statement will be drafted, candidates recruited and vetted, 8-10 will receive initial interviews, and 4-5 will be invited to campus for confidential interviews and visits. The job of the search committee is to select two unranked candidates who will be presented to UNCSA’s Board of Trustees. Upon their approval, the Trustees will take the two names forward to Dr. Roper, who will interview both candidates and recommend one to the Board of Governors for final approval. The Board of Governors will appoint the candidate, or ask the committee to go back and do some more work.

Dr. Roper thanked everyone, again, for their time and dedication to this very important search.

OVERVIEW OF CHANCELLOR SEARCH PROCESS

Scott Murray, Assistant Vice President for Executive Search & Leadership Programs, UNC System, provided an overview of the search process. He reviewed the Chancellor Search Guide and flowchart of the search process, which includes steps required by state law and/or UNC policy.

The search is currently at the end of the initial stages listed in blue, and will soon move forward with the sourcing and selecting of candidates by first seeking input from the UNCSA community about the qualities and characteristics needed in the next Chancellor. The search firm will narrow down applicants and nominees to 15-20 candidates, 8-10 will be selected for “airport” interviews, with 4-5 invited to campus confidential interviews and a campus visit. The search committee is then tasked with presenting two unranked candidates to the Board of Trustees; upon their approval, the two unranked names will go to Interim President Roper. He will interview both candidates and recommend one to the Board of Governors for their approval in May 2020.

Mr. Murray also reviewed the importance of EEOC law and how EEO considerations will go into the development of the leadership statement, advertising, and evaluation of candidates.

All emails, text messages, notes, etc. are subject to public records requests. Any such requests should be forwarded to David Harrison or Ralph Womble. A formal record of the search will be kept at the System Office.

Personnel files are an exception to the public records law. The search committee is allowed to go into closed session to prevent the disclosure of personnel records and to consider qualifications. Applicant information, including resumes, CVs, cover letters, etc. are to remain confidential throughout the search process.

All meetings must be formally noticed as they are public meetings. Official meeting minutes will be kept.

All members must sign a confidentiality agreement.
The UNC System Office will provide support throughout the search and a representative will attend each meeting. The System Office will provide training materials, answers to questions related to policies and procedures, and will provide regular search updates to the UNC System President.

CONFIDENTIALITY AGREEMENT

David Harrison, General Counsel, briefly reviewed his memo detailing confidential searches and confidentiality. Breaking confidentiality can result in an ethical violation or crime. Any questions regarding confidentiality should be directed to Mr. Harrison, Chairman Womble, or the search consultants. Also, any breeches of confidentiality known to a committee member must be shared with the search team.

Mr. Harrison then reviewed the confidentiality agreement. All members of the search committee were given time to read the agreement in its entirety, and then sign it.

SEARCH FIRM INTRODUCTION

Chairman Womble introduced Martin Baker and Chelsie Whitelock from Buffkin/Baker. Mr. Baker and Ms. Whitelock shared information about themselves and their professional search firm work.

Buffkin/Baker is headquartered in Nashville, Tennessee. Ms. Whitelock is based there, while Mr. Baker is based in Winston-Salem, North Carolina. The firm has seven offices across the country.

The role of Buffkin/Baker is to facilitate a search rooted in best practices. Mr. Baker emphasized, once again, the importance of confidentiality. The firm will be tasked with creating a diverse pool of highly robust candidates by first understanding where UNCSA is today, and where it wants to be in the next 5, 7, 10, and 15 years. Once skillsets for near leadership are determined, Buffkin/Baker will talk with 400-500 people to create this diverse pool. The numerous conversations will be with not only prospective candidates, but also other sources and nominators to make sure the pool is as strong and robust as it can possibly be.

Buffkin/Baker has done 550 searches for colleges and universities. Only 4 of those 550 searches resulted in placements of individuals who responded to advertisements. More than likely, UNCSA’s next Chancellor will be someone who is doing great work and very happy in their current position.

SEARCH COMMITTEE WORK PLAN

Chairman Womble reviewed the work plan going forward:

- Communication and Website
  - The Chancellor Search website is up and running. Chairman Womble thanked Claire Machamer, Vice Chancellor for Strategic Communications, and her team. He encouraged all committee members to refer interested individuals, potential candidates, and members of the UNCSA community to the site for up-to-date search information.
  - Public input, suggestions, comments, and nominations can be submitted through the site.
  - Any media requests for comments should be directed to Mr. Womble, who is the spokesperson for the committee.
- Administrative Support to the Committee
Amanda Balwah, AVC for Institutional Integrity and Secretary of the University, will serve as the administrative support person for the committee. In addition to taking minutes and keeping formal records during the search, Ms. Balwah will oversee scheduling and other aspects of the search.

- Constituent Forums
  - Three constituent forms will be open to the public and held on campus in the coming weeks. Mr. Baker will facilitate those sessions and use the comments for the leadership statement.
  - Targeted listening groups, also facilitated by Mr. Baker, will be held with faculty, staff, student government, cabinet, deans, and alumni.

- Leadership Statement
  - A leadership statement subcommittee has been appointed by Chairman Womble. The subcommittee will be chaired by Phillip Horne, Trustee, and will include Susan Jaffe, Dean of Dance, and Cameron Knight, Drama Faculty.
  - Buffkin/Baker will complete a first draft of the statement based on constituent feedback from the forums and listening sessions. The subcommittee will thoroughly review that draft and make revisions. A final draft will be sent to the entire search committee for review and approval before being published in early December.

- Timeline
  - Mr. Baker walked through the search timeline in everyone’s packets:
    - Advertise & Invite Applicants – December 9, 2019 – February 3, 2020
    - Applicant Screening – February 27, 2020 (meeting #2)
    - Interview Semi-Finalists – March 16-20, 2020 (meeting #3)
    - Campus Visits/Finalist Interviews – April 6-10, 2020 (meeting #4)
    - Committee Recommendation to BOT – April 20-24, 2020 (meeting #5)
    - BOT Recommendation to President – May 1, 2020
    - President Interviews Finalists – May 2020
    - Approval by BOG – May 21, 2020
    - New Chancellor Begins – TBD

The committee had a brief conversation about the cost of the search. The maximum projected cost is $180,000, which includes search firm fees, advertising, travel, meeting space rental, etc.

More details regarding EEO and unconscious bias training will be sent in December. The online training modules are to be completed before the official screening process begins.

ADJOURNMENT

With no further business to discuss, the meeting adjourned at 11:10 a.m.

Respectfully submitted by:
Amanda G. Balwah