

**NORTH CAROLINA CENTRAL UNIVERSITY
DURHAM, NORTH CAROLINA
BOARD OF TRUSTEES**

JANUARY 31, 2017

The NCCU Board of Trustees convened via telephone conference call on January 31, 2017. Chairman George Hamilton called the meeting to order at 6:15 p.m.

ROLL CALL: Present: Mr. George Hamilton, Mr. John Barbee, Mrs. Karyn Wilkerson, Mr. Paul Pope, Mr. Darrell Allison, Mrs. Oita Coleman, Dr. John McCubbins, Dr. Kenneth Tindall, Mr. Michael Johnson, and Ms. Allyson Siegel

Absent: Mr. Harold Epps, Ms. Alesha Holland and Mrs. Joan Higginbotham

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

CHAIR'S REMARKS: Chairman Hamilton informed the Board, as Chair, it is his responsibility to remind all members of the Board of their duty under the State Government Ethics Act to avoid conflicts of interest and appearances of conflict of interest as required by this Act. Each member has received the agenda and related information for this Board of Trustees meeting. If any board member knows of any conflict of interest or appearance of conflict with respect to any matter coming before the board of trustees at this meeting, the conflict or appearance of conflict should be identified at this time. No conflict was presented.

Chairman Hamilton shared with the Trustees that 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.

He further stated the Board of Trustees is also responsible once the Search Committee has defined 3 candidates it is Board's responsibility to review these candidates, hopefully approve those candidates, if not send back to Search Committee for additional work, but if approved, it would move forward to UNC President Spellings who would review the 3 candidates, make her choice and present then to the UNC Board of Governors for final approval.

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 focused on the second category. Today we will discuss the inputs we have received from the Subcommittee members.

The Search Committee held a number of listening forums last week for key constituencies and has also scheduled a second one for the students. We held 2 for the alumni and 1 each for faculty, staff and the community. On January 30th there was a subcommittee meeting of the Search Committee which was focused on the Leadership/Position Statement.

Another session will be held on February 2nd to get input from the entire Search Committee led by Chairman Michael Johnson who will review with Diversified Search. The goal is to take all of this input and with the leadership of Diversified Search be able to develop a proposed Leadership Statement which will come back to the Subcommittee on Leadership/Position who will review with Diversified Search to create a final proposal that will go to the full Search Committee for approval on February 8th. The Leadership/Position Statement will be posted with the job posting so that people who are interested in the role will be very clear on what we are looking for in our next chancellor.

Chairman Hamilton then opened up the floor for those who have sent in their input or to those who have thoughts, but did not have an opportunity to submit it formally we would like to hear your thoughts on what we should be looking for on the next chancellor for NCCU.

Chairman Hamilton recognized Trustee Michael Johnson, Chairman of the Subcommittee on the Leadership/Position Statement. He presented his input described below:

- Access For Underserved - Experience, deep understanding and passionate commitment to serving underserved student, articulate a plan to accomplish this.
- Student Success - Demonstrated success at a leadership level at an institution where the timely graduation rates have improved and where job placements rates are high.
- Affordability and Efficiency - Experience in leading the management finances and budgets for a large organization is required. Ability to make tough choices and implement plans to ensure the quality of education and research are maintained at the highest levels.
Must be able to generate revenues from all sources consistent with mission and manage all cost and provide leadership to achieve enterprise-wide operational efficiency.
Must understand how to manage debt and liquidity and also ensure a capital planning process is focused on the highest priority projects consistent with the University's strategy.
Requires experience in leading the development of longer term (5 year) plans which ensure the financial sustainability of NCCU.
- Economic Impact and Community Engagement - Must have the political acumen and advocacy experience necessary for positioning the University effectively and positively with political, business, higher education and civic leaders.
Ability to provide leadership to defining and marketing "the NCCU Brand" and provide the necessary leadership and inspiration which results in the University in living up to the standards of the brand.

- Excellence and Diverse Institutions - Strong reputation and track record for recruiting, retaining, developing and motivating a strong team of talent and setting high goals for personal and group accomplishments; delegating effectively and monitoring progress and results.
Has reputation for working tenaciously to meet and exceed goals. Is goal and results oriented deriving personal satisfaction when goals are achieved? Demonstrated experience in leading process and continuous improvement.
Models excellence and the behavior wanted from others.
- Fundraising - Demonstrated experience and success in leading capital campaigns and securing major gifts and developing partnerships with foundations, governmental agencies and Corporate America. Enthusiasm for fundraising.
Must have demonstrated the talent and enthusiasm and social skills for fundraising.
Must have the ability to demonstrate a passionate commitment and effectively articulate our mission and needs
- Infrastructure - Must have experience in utilizing public/private partnerships to build and update additional living space for students and finding creative solutions for fulfilling our capital needs.
- Strategic Thinking and Planning - Ability to lead the integration of a myriad of strategic initiatives into a cohesive, thoughtful plan.
Demonstrated experience in developing distinctive strategies which provide competitive advantage.
Requires the ability to provide leadership to making tough choices not only of what we will do, but also what we will not do.
- Change - Current environment is characterized by fast paced and continuous and disruptive change which challenges our existing educational models. NCCU's capacity to change will be a key factor to our long-term viability and effectiveness.
Requires previous experience in leading strategic large scale change and the skill to drive and gain rapid acceptance and commitment to the change throughout the organization.
Developing and instilling a high-performance culture that prepares NCCU to confront its future challenges is a capability needed in the new chancellor.
- Technology - the effective use of technology will play a key role in enhancing educational delivery and research requirements; communications and marketing to our students and driving efficiency in our administrative processes
Must have a working fluency and understanding of the role of information technology as an enabler of strategic initiatives, education delivery and as a tool for improving performance and lowering costs.
- Research -support NCCU'S research initiatives to insure that its prominence is sustained and grows.
Demonstrated experience as the sponsor or leader providing oversight and executive leadership for university research is highly desired.

COMMENTS:

- Overview of the forums last week a lot of information was gathered and when reading over the inputs it has embraced, on a collective basis, what we would like to see in our next chancellor. It will be interesting how we pull this all together – the 4 archetypes being: manager, academic leader, politician and fundraiser.

- The 4 archetypes will be the anchor of what is discussed today. Certainly it will be difficult to find someone that is equally astute in each one of these areas, so you will need to ask yourself which one of these areas you want to focus on.
- Public/private partnership is going to be driver; looking at types of needs NCCU has and how do we build bridges with power people who are in positions to help from traditional development to capital campaigns.
- Look outside the box for dollars; passionate community leaders not necessarily graduates to recharge fundraising and put in place the right partnerships to improve the objectives
- Understand the role of the Board of Trustees and the chain of command; understands history; understands the issues of the university; and infrastructure needs.

Chairman Hamilton introduced Diversified Search which is the executive search firm selected to be our partners in this process. Ms. Veronica Biggins is a managing director who has a very impressive resume on her history and experiences in this field. Also Ms. Euris Belle a managing director. They have done a number of educational/executive searches across the country. The most recent chancellor search in North Carolina was done for Winston-Salem State University.

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.

COMMENTS:

- More about accomplished research and intellectual properties.
- Use as a target for any of the applicants to actually access how they think they could provide leadership.
- Elements of importance – character attributes – part of Chancellor Saunders-White’s success was she was so easily engaged, approachable, students loved her, nice person that allowed her to be successful as a manager, fundraiser, successful in political settings and as an academic leader. Personality qualities are very important in shaping success in more job specific driven attributes.
- Entrepreneurialship – NCCU is a place to come and learn how to an entrepreneur – focus on looking at an entrepreneur modular being a part of the new School of Business.
- List that reflects our culture – research, encourage innovation, personal integrity, open-minded, approachable, accessible, show genuine interest in athletic or other university activities.
- Checking outside sources to validate the candidate’s style.
- Understand and be specific of the strength of NCCU and how this person is going to be able to magnify on those particular strengths. They may have strengths in other areas that may not be germane in areas we have a long legacy and history in and what we are doing and also the visions we have going forward.

Chairman Hamilton in preparation of his input shared with the Committee a publication by the Association of Governing Boards of 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 4archtypes:

- 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;
 - Leverage networks; and
 - Ensuring entrepreneurial advantage

- Academic Leader
 - President who understands what makes the institution distinctive. They prize individuals often 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 conversation yesterday with the Subcommittee on Leadership/Position Statement, there was discussion about politician/fundraiser, why not collapse those two. The purpose was not to debate, but share what AGB brought forth based on a lot of research they have done across the country on chancellor search models. Certainly there are sub-sets for our guidance but may want to keep separate.

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 4 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.

Chairman Hamilton took a stab and prioritized. He said we really need someone who is a manager/leader, that can help us continue to drive the brand, seek excellence selectively and can produce partnerships, leveraging networks and raise capital. So the 1-2 punch Chairman Hamilton would prioritize would be manager/leader and fundraiser. The academic leader is very important, but some universities are addressing that piece by making sure they have a very strong Provost.

COMMENTS:

- Manager/leader is leadership attributes. They are all the time -24/7/365 - Politician – reaching out and working with local community, in broader ways working with the politician is not an everyday activity.
- Politician/Lobbying – NCCU has not worked very well with Durham City in being able to do some collaborative efforts.
- Fundraiser – may not know the politics of North Carolina yet, but they may know how to influence the right things to happen politically.
- Build a coalition and being a coalition creator; passionate about Durham and NCCU.
- Public/private partnerships – business acumen – ability to sit down and talk about how business and NCCU can work together – only way partnerships can take place,
- Chancellor Saunders-White was focused on the branding piece - pushing on-line education, eagle excellence, and athletics and continued to build the brand. It is important to staying the course and continue to build out the vision, and in order to do so we will need someone to expand on the vision, so the managerial piece is the most important because that is where we are headed.

- Fortunate to have had a Chancellor who had vision and was able to hire the right people. It has put us in a position that we could turn to the Provost and elevate him to step up and carry on the vision.
- Question to think about how does an individual select and develop a leadership team. Is it their style to try and go identify the best people to bring in or are they comfortable looking at a situation where things are running very well or are they the kind of person that is comfortable not coming in and making changes which probably will slow down progress.

Ms. Biggins and Ms. Belle commented the conversations have been excellent. Diversified Search should be able to do a great draft working with the drafting committee to create a strong clear position. The whole process, fact findings and forums provide a strong clear picture of the importance of this position and really high expectations of the candidates needed to be able to meet and the kind of environment they would be entering into. These were very informative sessions.

With no further input or comments, Chairman Hamilton thanked the Board's participation and for its comments and input.

There being no further business to come before the Board it was moved and properly second to adjourn. The motion carried.

Respectfully submitted:

Dottie Irving Fuller
Recorder