

Friday January 13, 2017 – 11:00 a.m.

Neal Campus Kingman, Room 508

(Action Items are in **bold print**)

- I. Call to Order (President Elect)
- II. Pledge of Allegiance (President Elect)
- III. Roll Call (Amy Curley, Recorder)
- IV. Audience of Any Citizen (President Elect)
- V. Informational Session on Administrative and Governing Board Succession Planning (Kearns)
- VI. Adjournment (President)

Best Practices in Higher Education Presidential Search 24 VI.

The following is excerpted from the book ***Searching for Higher Education Leadership: Advice for Candidates and Search Committees***, by Jean Dowdall (Rowman & Littlefield Education). Permission to republish has been granted.

The attractiveness of the institution and the position are the most powerful factors in shaping the strength of the candidate pool. The next most important factor is the quality of the search committee. The membership of the committee sends a powerful signal to candidates about the institution's values and aspirations. A committee and its chair should be respected members of the institutional community who have good judgment and a clear understanding of the nature and needs of the position. They should also be individuals who are willing and able to work hard and are disciplined and well organized, who put institution-wide priorities before narrower interests, who are able to maintain confidentiality during the search and forever after, and who are able to present the institution to candidates in a manner that is both engaging and candid. Some of the characteristics that are most valuable in search committee members include:

- Good judgment and the respect of the community
- Understanding of the position
- Ability to invest time in the search process
- Institutional perspective and teamwork

- Confidentiality
- Capacity to attract candidates
- Diversity

When selecting a committee chair, the following should be considered:

- Team-building
- Leadership in creating a culture
- Ability to reach a conclusion Making Appointments to the
Search Committee

With these criteria in mind for the chair and committee members, who makes committee appointments? Often this is a matter of institutional policy, which may call for a Noah's ark of members—five trustees, four faculty, three staff, two students, one alumnus, etc. Policy may also dictate the manner of selection—e.g., trustees selected by the executive committee, or faculty elected by their peers. Established policies should be respected but can often make it difficult to achieve the goals described above while simultaneously appointing a balanced group that includes men and women, majority and minority group members, and representatives of the major units within the institution. If there is a single appointing authority, achieving the goals described above is more likely. The best committees are created when the constituencies provide slates of names from which the appointing authority can select a skilled and diverse group. If the authority to appoint committee members is dispersed, or if committee members are elected, it can be useful

to provide a summary of the expectations described above so that participants in the committee selection process can reflect on who would be best suited to serve. If the president or the board has appointing authority for some subgroup of the committee, they might defer their appointments until the others are made so that they can take into account any missing elements in the group.

The Charge to the Search Committee Structuring the typical presidential search committee requires first determining the charge to the committee. If the committee is charged with actually selecting the single preferred candidate (even though it may be ratified by a vote of the board), or charged with rank-ordering the finalists, then members of the board of trustees must dominate the committee. This is because the responsibility to appoint the president cannot be delegated by the board. If board members are not the dominant group on the committee, the board will have given up its most fundamental responsibility. In this situation, there might be, for example, six trustees and a total of five others (faculty, staff, students, administrators, etc.). If adequate representation of those other constituencies requires eight non-trustee committee members, then there should be at least nine trustees; this drives up the total size of the committee, but I believe that is a less important consideration. The more important issue is the need for the board to dominate the selection of the new president. The board chair should not be reluctant to specify that this is the reason for the numerical dominance of board members on the committee. If, on the other hand, the committee is charged with bringing to the board a group of three to five candidates, unranked, the constraints on committee composition are changed. The trustees do not have

to dominate the committee because, in the end, the full board (or a committee of the board) will make the selection. It is true that other constituencies can shape the list of three to five finalists, but that carries less risk for the board's authority. There should certainly be several trustees but their total number does not have to exceed the total number of other members. In this case, the focus is typically on how many faculty should come from each academic division, whether there should be the same number of faculty as staff, whether there should be both an undergraduate and a graduate student and perhaps a continuing education student as well, whether a single individual can represent both the alumni and the community, and so on. There is no formula for success, each institution will need to decide what is most in keeping with its culture and politics. A smoothly functioning committee can be an excellent occasion for finding common ground and building relationships. In the midst of the debate and even controversy that can sometimes surround the appointment of presidential and vice presidential search committees, it is important to remember that a smoothly functioning committee can be an excellent occasion for finding common ground and building relationships and mutual understanding across sectors (e.g., faculty and trustees). The members of many presidential search committees observe once the process ends that the search was a wonderful and rare opportunity to get to know and understand each other.

Reference:

Dowdall, J. (2013). *Searching for Higher Education Leadership: Advice for Candidates and Search Committees*. Roman and Littlefield Education Press.

 <p>Category: Community Colleges</p> <p>Responsible Office: Community Colleges</p>	<p>Procedure Title: Guidelines for Presidential Searches for Community Colleges</p> <p>Document Number: 2501</p> <p>Effective Date: April 01, 2005</p> <p>This procedure item applies to: Community Colleges</p>
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Summary

This procedure supports the State University of New York (University) Board of Trustees' policy on the selection and approval of community college presidents and summarizes recommended steps in the search, selection and approval of community college presidents. The complete Guidelines for Presidential Searches for Community Colleges, including a Procedures Manual, are available in the Appendix section of this document.

Process

- A. As soon as is practical after a presidential vacancy occurs, the college board of trustees should appoint a committee to advise the full board on the appointment of a new president. The committee should, in accord with generally accepted presidential search procedures, have representatives from principal constituencies including, but not limited to, teaching faculty, administration, support staff, students, alumni, the college sponsor, and, of course, the board itself. Confidentiality is most important, and anyone agreeing to serve on a search committee must respect this principle.
- B. The chancellor shall immediately designate a State University (University) system administration staff member to act in an advisory capacity with the community college trustees and presidential search committee. That representative shall have full access to files of the committee, shall be entitled to attend all search committee meetings, and shall be responsible for reporting to the chancellor and the University Trustees regarding the progress of the search and the work of the committee.
- C. The college board of trustees should take advantage of the presidential vacancy to determine its immediate leadership needs and those of the foreseeable future.
- D. At the first presidential search committee meeting, the chairperson of that committee, along with the system administration representative, should acquaint the committee members with search

procedures in general and those established by the board of trustees of the college, and provisions of the State University Trustees Guidelines for the Selection and Approval of Community College Presidents.

E. Following review of candidates, the presidential search committee should plan to interview a small number of candidates, and from that group refer the finalists to the board of trustees of the college.

F. The college board of trustees should meet with the finalists, select one from that group, and request the University Board of Trustees to approve the appointment after receiving the recommendation of the chancellor.

G. A recommendation by the chancellor to the University Board of Trustees for approval or disapproval will take into consideration the conditions of appointment of such presidential candidate as evidenced by a resolution of the college trustees or proposed contract of employment. The conditions of appointment to be considered would include, but not be limited to, salary and other major executive benefits, length of employment contract and procedures for notice of renewal, and terms of severance in the event of termination or non-renewal.

H. The chancellor, or designee, shall provide such further advice and assistance in connection with the selection and approval of presidents of community colleges not inconsistent with these guidelines as the community college trustees shall request.

I. Notwithstanding the procedures followed or the qualifications of the presidential candidate, the community college board of trustees and/or the University Board of Trustees reserve the right to reject any candidate.

Forms

See Appendix A: Guidelines for Presidential Searches for Community Colleges, including a Procedures Manual

Related Procedures

There are no related procedures relevant to this procedure.

Other Related Information

There is no other information relevant to this procedure.

Authority

The following link to FindLaw's [New York State Laws](#) is provided for users' convenience; it is not the official site for the State of New York laws.

[NYS Education Law, §6306\(2\)](#) (Administration of community colleges – boards of trustees)

In case of questions, readers are advised to refer to the New York State Legislature site for the menu of [New York State Consolidated](#).

[Community College Rules - Administration of The College \(8 NYCRR Part 604\)](#)

State University of New York Board of Trustees Resolutions 91 – 227 and 91 – 228 dated December 12, 1991.

History

On December 12, 1991, the State University of New York Board of Trustees adopted resolutions 91 – 227 and 91 – 228 amending the Code or Standards and procedures for the Operation of Community Colleges to provide that the approval by the University Board of Trustees of an action by a local Board of Trustees of a community college to appoint a president, shall be in accordance with the University Trustees guidelines for the selection and approval of such appointments and such guidelines shall include procedure for the Trustees to receive the recommendation of the chancellor.

On January 26, 1983, the State University of New York Board of Trustees adopted resolution 83 – 14 detailing guidelines for the selection and approval of community college presidents.

On September 30, 1972, the State University of New York Board of Trustees adopted resolution 72 – 217 outlining guidelines for the selection of a President when a vacancy occurs at a State-operated campus.

Composition of Search Committee

The composition of the presidential search committee is often detailed in institutional and/or faculty procedural policy statements. Generally, such a committee should include representation from the several college constituencies. Such broad representation should include faculty, administrative and support staff, union leadership, student, alumni, and foundation representation and of course, members of the board itself. Often the Board of Trustees will want to include representative(s) from the local area, especially leaders in the business community.

The committee should be given a specific charge in terms of what the board expects of them. Specifically, the committee needs to know such things as: the time frame within which they must work; position description; monies available to them for advertising; communications with candidates; travel and lodging provisions for both the committee visiting candidates and candidates visiting the college; procedures for reporting progress to the board; and the number of candidates to be referred to the board for final consideration. Above all, and as diplomatically as possible, the committee is to be reminded at the outset that its role is strictly advisory and that its work is highly confidential in nature.