

Friday November 18, 2016 – 10:00 a.m.
Lake Havasu Campus, Room 1220 (2nd floor library)

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

I. Call to Order (Phyllis Smith, Board Chair)

Ms. Smith called the workshop to order at 11:00 a.m.

II. Pledge of Allegiance (Smith)

III. Roll Call (Amy Curley, Recorder)

Julie Bare	Present
Jon Longoria	Present
Vance Miller	Present
Judy Selberg	Present
Phyllis Smith	Present

IV. Audience of Any Citizen (Smith)

There were no citizens wishing to address the Board.

V. Informational Session on Administrative and Governing Board Succession Planning (Kearns)

Dr. Kearns reviewed the materials distributed for the workshop. Included were:

A. Search Committees

- 1) Changing of the guard: Community colleges shift strategies to survive, thrive (By Michelle Caffrey, For NJ.com)
- 2) Increasing the Odds for Successful Presidential Searches (By Jamie Ferrare and Theodore Marchese, Trusteeship, September/October 2010)
- 3) The Pick and the Process: Leading a Presidential Search in the Digital Age (By Celeste Watkins-Hayes, Trusteeship Magazine in November/December 2015)
- 4) Presidential Search Committee Checklist (By Muriel E. Poston, Retrieved from <https://www.aaup.org/issues/governance-colleges-universities/presidential-search>)

B. AACC Competencies for Community College Leaders, Second Edition

C. Job Description Examples

- 1) Baton Rouge Community College
- 2) Century College

- 3) College of the Mainland
 - 4) Ventura Community College
- D. Support Resources
- 1) "Dear Small College President" (By Amit Mrig, President, Academic Impressions, Published October 13, 2015)
 - 2) The Skills Higher-Ed Leaders Need to Succeed (By Amit Mrig & Daniel Fusch, Academic Impressions, Published May 14, 2015)
- E. 10 Mistakes New Presidents Make (By Academic Impressions, October 21, 2016)
- F. Focus on the Future: Making Difficult Decisions (By Amit Mrig & Patrick Sanaghan, Academic Impressions – Presidential Dialogues Series)
- G. Building Leadership Resilience in Higher Education (By Patrick Sanaghan, For Higher Ed Impact Diagnostic, January 2016)

Dr. Kearns stated that the competencies he would think would be important to the Board during a search would be:

- Belief in Shared Governance
- Ability to facilitate Faculty Communication/Engagement
- Strong Strategic Budgeting Skills – Long Term Planning for Financials
- Ability to view issues both in the Macro/Micro
- Focus on Financial Aid, Grants (Pell), Gainful Employment,
- Insight on AZ Legislators, Props.
- National Trends
- Allowing Change to Happen
- Insight to Issues. Administration. Small college/small group decision making

The Board could develop a "Competencies Evaluation", Strengths vs. Weakness, Balance. Dr. Kearns recommended utilizing the following AACC categories (full examples of competencies available [here](#)):

- **Organizational Strategy:** An effective community college leader strategically improves the quality of the institution, protects the long-term health of the organization, promotes the success of all students, and sustains the community college mission, based on knowledge of the organization, its environment, and future trends.
- **Resource Management:** An effective community college leader equitably and ethically sustains people, processes, and information as well as physical and financial assets to fulfill the mission, vision, and goals of the community college.
- **Communication:** An effective community college leader uses clear listening, speaking, and writing skills to engage in honest, open dialogue at all levels of the college and its surrounding community, to promote the success of all students, and to sustain the community college mission.

- **Collaboration:** An effective community college leader develops and maintains responsive, cooperative, mutually beneficial, and ethical internal and external relationships that nurture diversity, promote the success of all students, and sustain the community college mission.
- **Community College Advocacy:** An effective community college leader understands, commits to, and advocates for the mission, vision, and goals of the community college.
- **Professionalism:** An effective community college leader works ethically to set high standards for self and others, continuously improve self and surroundings, demonstrate accountability to and for the institution, and ensure the long-term viability of the college and community.

Dr. Bare asked for clarification as to the expected outcome of today's workshop was.

Dr. Kearns stated that he felt the purpose of the workshop was to express the importance that a presidential search is the Board's responsibility. The Board needs to control the process. By agreeing on the basic process in advance, thinking through the issues and developing a profile the Board can significantly reduce the timeline required to run the search. Even if the Board decides to hire a search firm, the Board has to be prepared to lead that firm in the right direction.

Ms. Smith responded that it was apparent that there was more material to cover than one session would allow and suggested a series of shorter workshops following the regular meetings over the course of the upcoming months.

VI. Adjournment (Smith)

Ms. Smith adjourned the workshop at 12:37 p.m.

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)

Julie Bare	Present
Jon Longoria	Present
Vance Miller	Present
Judy Selberg	Present
Phyllis Smith	Present

IV. Audience of Any Citizen (President Elect)

V. Informational Session on Administrative and Governing Board Succession Planning (Kearns)

Dr. Kearns reviewed the materials distributed for the workshop. Included were:

Best Practices in Higher Education Presidential Search 24 VI. Excerpted from the book Searching for Higher Education Leadership: Advice for Candidates and Search Committees, by Jean Dowdall (Rowman & Littlefield Education).

NYS Education Law, §6306(2) (Administration of community colleges – boards of trustees) New York State Consolidated. Community College Rules - Administration of The College (8 NYCRR Part 604)

The discussion focused on the composition of a search committee. The best practices article indicates that 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.” With only five trustees, a maximum of two could be on a search committee to prevent a quorum of the Board and open meeting law violations. The trustee representative should not be the current Board chair. A suggestion was forwarded for total search committee membership not to exceed 10.

A discussion occurred regarding how many of a search committee members should be community members. Ms. Smith felt strongly that community representation was an imperative,

suggesting one from each district. It was pointed out that if there were 5 community members and two trustees, then only 3 seats would be left on a 10 person committee. Dr. Kearns stated that a more efficient process would be to have the search committee (or members) schedule “listening sessions” with the existing Community Advisory Council on each campus about what are the important leadership qualities a potential college president should have.

Dr. Kearns took the opportunity to address the fact that a search committee merely vets candidates on behalf of the Board having been charged by the Board to do so. The Board, and only the Board, will be responsible for any final due diligence and for the final selection. Dr. Selberg stated that in her experience, a professional facilitator can be used to keep the process on track and remind everyone of the roles and responsibilities within the process. Dr. Kearns agreed that a person who has no vested interest in the outcome can be beneficial.

Mr. Longoria asked if there was any documentation regarding hiring. Dr. Kearns responded that while an extensive written procedure is in place for other employees, executive searches are more complicated. MCC has not done a presidential search since 2002 and that search was facilitated by a consultant. Mr. Longoria asked if the same process utilized for the Executive Vice President search could be used. Ms. Smith felt that process was not inclusive enough for a presidential search. Dr. Kearns felt that a good starting point for determining the characteristics and qualities for a president would be the existing presidential evaluation tool, which was developed by members of the current Board. Application questions can be developed for each quality or competency. It is important that candidates be able to demonstrate competencies. Staff was directed to send:

1. Existing presidential evaluation tool to trustees for review.
2. Materials used in the EVP search
3. Competencies list as provided at November workshop ([AACC](#))
4. Charter of Community Advisory Councils

A concern was raised that the workshop agendas were not structured/linear enough to produce actual tangible outcomes. To that end, trustees were to come to the February workshop prepared to develop a job description based on the qualities/characteristics/competencies desired as well as potential application questions that address those qualities/characteristics/competencies.

VI. Adjournment (President)

Ms. Smith adjourned the workshop at 12:21 p.m.

Friday February 10, 2017

Bullhead City Campus, Room 508

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

I. Call to Order (Smith)

II. Pledge of Allegiance (Smith)

III. Roll Call (Amy Curley, Recorder)

Julie Bare	Present
Jon Longoria	Present
Vance Miller	Absent
Judy Selberg	Present
Phyllis Smith	Present

IV. Audience of Any Citizen (Smith)

V. Administrative and Governing Board Succession Planning (Smith)

- Decide where the Board wants MCC to be in five or ten years.
 - [Current strategic plan 2016-2020](#)

Dr. Kearns stated that the current strategic plan is in the first year of a 4 year cycle. The Board needs to be mindful of the future indicators and forecasts for higher education, economic development and for the communities of Mohave County, such as changing demographics. For example, MCC anticipates being able to qualify as a Hispanic serving institution (HSI) by 2019.

Having satisfied the last of its long-term debt obligations the College now has the ability to strategically invest in those initiatives that build institutional capacity to serve the changing needs of Mohave County. With the final major facilities project (NMC) in motion, Dr. Kearns stated that the Board should begin to think strategically about the next capital investment cycle with the understanding that not all capital investments are facilities. For example, a transition to a new administrative computing system would require the investment of millions of dollars. Investments in new academic programs and student services initiatives can also be a significant commitment of resources. Dr. Kearns agreed to develop an agenda for a capital investments workshop.

- Create a realistic statement that:

- Defines the traits needed
- Reflects the board's vision
- Can be used to design a position announcements (*position announcement is basis to all future candidate interaction ie: application, interview questions, panel discussions, etc.*)

At the January workshop it was determined that "trustees were to come to the February workshop prepared to develop a job description based on the qualities-characteristics-competencies desired as well as potential application questions that address those qualities/characteristics/competencies" based on their review of the MCC presidential evaluation instrument. Dr. Bare's and Dr. Selberg's reviews were provided with the workshop materials.

Dr. Selberg stated that the evaluation instrument could act effectively as a rubric for search committee members, keeping the evaluation of candidates consistent amongst members and candidates.

A discussion occurred over the value of writing an original position description or utilizing existing descriptions as models. Dr. Bare will research existing descriptions and report back to the group in March. Ms. Smith will develop a more tailored description.

VI. March Workshop Topics

- Review MCC by-laws and procedures on filling vacancies
- Pros and Cons of Search Firms
- Establishing a Framework (timeline/budget)

It was determined that for the March workshop, Ms. Smith would review the MCC by-laws and procedures. Mr. Longoria would research the pros and cons of search firms. Both will report their findings back to the group.

Dr. Kearns stated that a budget for executive searches is line-itemed in the budget annually.

VII. Adjournment (President)

Ms. Smith adjourned the workshop at 11:39 am

Friday March 10, 2017

Lake Havasu Campus, Room 508

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

I. Call to Order (Smith)

Ms. Smith called the workshop to order at 10:15 a.m.

II. Pledge of Allegiance (Smith)

III. Roll Call (Amy Curley, Recorder)

Julie Bare	Present
Jon Longoria	Present
Vance Miller	Present
Judy Selberg	Absent
Phyllis Smith	Present

IV. Audience of Any Citizen (Smith)

There were no citizens wishing to address the Board.

V. Administrative and Governing Board Succession Planning (Smith)

- Develop a realistic statement to use as position announcement
 - i. Research from other announcements (Bare)

Dr. Bare submitted her finding as summarized below and in the provided attachment:

ESSEX COUNTY COLLEGE (NEW JERSEY): This announcement is one of an urban location. The demographic is far different than ours, the job search is being conducted by a respected company (east of the Mississippi) and yet, the posting is simple and the initial step would open the door for many candidates, before lots of huge packets were submitted. (see last paragraph)

VENTURA County Community College District: This announcement was developed by a consulting firm who will assist in the search and selection process (see last paragraph). The district has three campuses and serves 32,000 students. Most of the elements (with exception of collective bargaining) reflect the qualities we respect in our current

President, and would expect with his successor. Of course, all elements are important, but again, the lengthy list could be modified.

YOSEMITE COMMUNITY COLLEGE: This District covers a 4,500 square mile area and serves a population over 550,000 encompassing all of two counties (Stanislaus and Tuolumne) and parts of 4 others (Calaveras, Merced, San Joaquin, and Santa Clara). Columbia College serves an average of 3,500 students per term (Fall and Spring). There are approximately 19,262 students enrolled at Modesto Junior College. I chose this as it reflects a complex, multi-faceted, lengthy search announcement. In my opinion, it would be too wordy for our purpose, but elements in it could be selected.

ii. Original concept (Smith)

With input from the group, the following announcement was developed and submitted March 13, 2017:

Mohave Community College District is seeking qualified applicants for College President. This requires a dynamic, impactful, student-focused individual with strong business acumen to provide executive leadership and to continue the goals of the current strategic plan matrix. This is a position that requires dedication and involvement at multiple levels for a community college that encompasses four distinct campus locations in a rural setting within one of the largest counties in Arizona.

Applicants are required to submit resume or CV and a letter of interest detailing their experience.....Application materials must be received by.....

- Review MCC by-laws and procedures on filling vacancies (Smith)

Ms. Smith reviewed the policies and procedures currently in place and found them to be sufficient. There were some technical questions about budgeting, contingency budgets and salary ranges. Dr. Kearns stated these functions would be facilitated by staff when necessary.

- Pros and Cons of Search Firms (Longoria)

Mr. Longoria reviewed the pros and cons of search firms as presented in the attachment. Benefits of in-house.

Pros: time saving, not panicked, not reinventing the wheel, identify good candidates

Cons: cost, may not last long, invested money gone, less control of the process, resistance to “new thinking”

A discussion occurred regarding utilizing a “facilitator” to provide structure to a search as opposed to an entire firm “running” the search.

This facilitator could potentially be a staff member who possesses the correct skill set and knowledge. It could also be a person local to Mohave County that is familiar with the

College mission and the area. It is important to be as transparent as possible without breaching the confidentiality of the candidates. Effectively communicating how *the process* works, specifically the timeline and when people can expect information to be disseminated, will increase trust.

A discussion occurred about how to mitigate what is now being reported as a 3 year average college presidency turnover. As a small rural, MCC will face several issues: young candidates looking for experience to move to a larger district, candidates looking to retire with a paycheck, and general issues of being so rural. Dr. Kearns stated that there are models of compensation packages that encourage retention based on the achievement of goals. A president's relationship/interactions with the Board is the main factor affecting retention.

VI. Adjournment (President)

Ms. Smith adjourned the meeting at 11:25 p.m.

Friday April 14, 2017

Neal Campus Kingman, Room 508

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

I. Call to Order (Smith)

Ms. Smith called the workshop to order at: 10:45 a.m.

II. Pledge of Allegiance (Smith)

III. Roll Call (Amy Curley, Recorder)

Julie Bare	Present
Jon Longoria	Present
Vance Miller	Present
Judy Selberg	Present
Phyllis Smith	Present

IV. Audience of Any Citizen (Smith)

There were no citizens wishing to address the Board.

V. Administrative and Governing Board Succession Planning (Smith)

- Design and Composition of a Search/Hiring Committee

Board members contributed their individual thoughts on the design and composition of a presidential search steering committee. The following positions were determined to be most appropriate for a steering committee: (2) Trustees, (1) Faculty, (1) Campus Dean, (1) K-12 Superintendent. Each steering committee member needs to be able to think globally about a candidate's capacity to the job.

Dr. Kearns stated that the steering committee should be responsible for: establishing the process (timeline, communication methods, etc.), review of the applications to narrow the pool, providing a list of finalists to the whole Board. The entire Board carries the responsibility of due diligence of the finalists.

It was pointed out that public institutions are experiencing increased difficulty navigating state's open meeting laws. Many candidates at this level are unwilling to publically release

the fact they have applied for a position before they are offered that position. The steering committee and Board will have to be very aware of balancing the public's right to know and the candidate's right to privacy. They also will need to protect and respect internal candidates especially.

To clarify:

Stage 1: Steering Committee Process

Stage 2: Board Due Diligence, i.e. "Airport interviews"

Stage 3: Meet and greet with College & community

Stage 4: Negotiating an offer (Board)

A discussion occurred regarding employee's role in the process. Dr. Kearns stated that current employees, including himself, are available to staff the process (process paperwork, scheduling, communications, advice, etc.) but are not part of the decision making process. Human resources will facilitate the application process as they do for all positions.

Dr. Kearns congratulated the Board on the work accomplished during the course of these succession planning workshops. If or when the time comes, the Board's strong leadership will be essential and this proactive planning will help facilitate the process.

VI. Adjournment (Smith)