

**The Board of Trustees of
The University of North Carolina at Asheville**

Special Meeting Draft Minutes
March 19, 2014

The University of North Carolina at Asheville Board of Trustees met in a special meeting on Wednesday, March 19, 2014, in Ramsey Library Red Oak Room on the UNC Asheville Campus.

The following members of the Board of Trustees were present: King Prather, Kennon Briggs, David Cogburn, JW Davis, Sue McClinton, Doug Orr, Cissie Stevens, Pat Smith, Virgil Smith.

The following members of the Board of Trustees were present by telephone: Audrey Byrd Mosley and Piyush Patel.

The following members of the Board of Trustees were absent: Ron Paulus and Leigh Whittaker.

Others in attendance for some or all of the meeting included: Skip Capone, General Counsel; Steve Plever, Manager of News & Public Relations; Nicole Norian, Director of Human Resources; Christy Williams, Assistant Director of Human Resources; Lynn Spaight, Assistant Secretary to the Board. Special guests: John K. Thornburgh and Katherine Haley of Witt/Kieffer, Oak Brook, IL.

Chair King Prather called the meeting to order at 3:02 pm. He reminded trustees of their obligations under the State Ethics Act, and asked trustees to declare if they had conflicts with any items on the agenda. None were mentioned. The Chair then introduced everyone.

Chair Prather reviewed briefly the process that the Search Committee has used to develop a Leadership Statement to be used in advertising for the position of chancellor. The Search Committee met earlier in the afternoon and approved a statement, copies of which have been provided to trustees. He noted that the board does not have the responsibility to approve the Leadership Statement but wanted to give trustees an opportunity to hear from the search consultants and provide any input prior to the placement of advertisements for the post.

He introduced John Thornburg and Katherine Haley from the Witt/Kieffer consulting firm that is assisting with the search.

John Thornburg noted that the Leadership Statement is the principle tool in the recruitment process. It is a comprehensive document that includes key facts and figures of the campus and what the expectations are for the next leader of the campus. He summarized the key leadership characteristics for the next chancellor, as included in the document:

- The chancellor must be a champion of the Liberal Arts mission, able to articulate how the mission makes the university distinct, how it defines our educational process and the graduates it produces.
- The chancellor must be capable in outreach and advocacy – with public officials and the community – be the face and voice of university. Stakeholders perceive the university as being effective through the words and actions of its leader
- The chancellor must be adept at building resources, including private philanthropy development
- The chancellor needs to be able to foster inclusion and diversity, in the campus community, as well as encouraging support for diversity in the wider community.

Mr. Thornburg emphasized that it will not be enough for the candidate to be informed about the liberal arts and other areas mentioned but will need to have a record of demonstrated success in all these areas.

Chair Prather then asked Doug Orr if he wanted to add to the information that had been shared.

Doug Orr had recently spoken with an individual who has been a leader in education over the past 25 years and noted that the qualities of leadership have changed in some ways:

- Twenty five years ago, an educational institution and leader did not have to prove the worth of liberal arts education to the public.
- There is more emphasis on raising money - private and public dollars.
- The communication crush has become intense and has created a 24 hours/seven days a week atmosphere with people expecting instant reaction to issues.
- Governance is more complicated and the number of stake holders has increased.

He noted that someone without CEO leadership experience might not have a sufficient awareness of what will be expected and how to manage the responsibilities without being overwhelmed.

Chair Prather then asked for comments from those members of the board who are not also members of the search committee. The following comments were made:

- The responsibilities may be greater on someone in a public university than a private institution – a candidate from a private college or university might have a steeper learning curve.

- Universities that have graduate programs often receive greater donations from alumni than institutions that are primarily undergraduate, and graduate programs can have many intangible benefits. It might be advisable to have candidates who would look at possibilities of adding graduate programs.
- Diversity has been an issue on campus and it would be good to have candidates with experience in this area. Trustees heard in the student and faculty forums that emphasis should be placed on both ethnic diversity and diversity of economic backgrounds, so that this institution can still be a place where students who are first in their families to go to college can afford to attend here.
- Trustees wondered if the state of the economy has improved so that candidates are willing to move – be able to sell a house in their former community, be able to find employment for a spouse, etc. Mr. Thornburgh and Ms. Haley noted that Asheville and this university have compelling attributes that will attract good candidates. Leaders are still attracted to the field of education, especially one as well-defined as here. The talent is out there and they expect many will apply. Ms. Haley noted that St. Mary's College in Maryland has just completed a search. It is a COPLAC institution and had applications from many great candidates and it was hard to choose.
- The UNC system values campus growth.
- The university's proximity to a strong hospital system is an asset. The connections with the sciences help augment the humanities in the liberal arts education.

Chair Prather noted that the search timeline and milestones were reviewed at the search meeting and if all goes well, they should be able to send the list of recommended choices to President Ross by August 1. President Ross will need to consider if there is a need to appoint an acting chancellor or interim chancellor if the elected chancellor cannot start on August 1, or if no one is selected by that date.

Chair Prather asked trustees if they would like to endorse the Leadership Statement. David Coghurn moved to endorse the Leadership Statement as presented, with minor edits. Kennon Briggs seconded and the motion was approved unanimously.

Chair Prather thanked Mr. Thornburgh and Ms. Haley for their work to date and for attending the meeting. They thanked the trustees for their service, and left the meeting.

Chair Prather called for a motion to move the meeting into closed session:
To prevent the premature disclosure of an honorary award or scholarship as allowed by section 143-318.11(a)(2) of the North Carolina General Statutes. Pat Smith moved and Cissie Stevens seconded the motion and it was approved by voice vote.


Chair Prather excused everyone except the trustees, Skip Capone and Lynn Spaight

The meeting returned to open session at 3:48 pm.

Chair Prather asked if there was other business to bring before the board. Hearing none he called for a motion to adjourn. JW Davis moved and Pat Smith seconded the motion for adjournment. It was approved by voice vote and the meeting adjourned at 3:50 pm.

Submitted respectfully,

Approved,


Lynn Spaight *o* Date 3/28/14
Assistant Secretary to the Board


N. King Prather *1* Date 3.19.2014
Chair