

Minutes of
EXECUTIVE DIRECTOR SEARCH COMMITTEE
June 25, 2015, 10:00 a.m.
SC Commission on Higher Education Offices
Columbia, South Carolina

Search Committee Members Present

Ms. Allison Dean Love, *Chair*
Mr. Tim Hofferth (phone)
Ms. Dianne Kuhl
Mr. Clark Parker (phone)
Ms. Terrye Seckinger

Search Committee Members Absent

None

Advisory Committee Members Present

Dr. Ronnie Booth
Mr. Chip Jackson
Dr. Sandra Jordan (phone)
Mr. Ted Pitts
Mr. Austin Smith

Advisory Committee Members Absent

None

CHE Staff

Dr. Argentini Anderson
Mr. Gary Glenn (phone)
Ms. Marian Jones
Dr. John Lane
Ms. Beth Rogers

Others

Gen. John Finan, CHE Chairman
Ms. Kim Aydlette, State Office of Human Resources
Mr. Will Jordan, Attorney, Sowell Gray Stepp & Laffitte, LLC
Mr. Mike LeFever, SC Independent Colleges & Universities
Mr. Kevin Paul, State Office of Human Resources
Vicki Walker, Capital Information Affiliates (phone)

- 1. Welcome and Introductions**
- 2. Compliance with SC FOIA**

The meeting was called to order at 10:00 a.m. Commissioner Love introduced those members in attendance and thanked them for their willingness to participate in the search. It was then affirmed the meeting was in compliance with the Freedom of Information Act (FOIA). At Commissioner Love's request, those at the table and on the phone provided brief information about their individual backgrounds and affiliations.

- 3. Commission's Charge to Special Committee**

Commissioner Love introduced Ms. Kim Aydlette and Mr. Will Jordan, after which Chairman Finan also thanked members of the Search and Advisory Committees for their participation. Chairman Finan then summarized the Search Committee's charge. Visitors in attendance and CHE staff members then also introduced themselves.

- 4. Office of Human Resources, SC Budget & Control Board**

Commissioner Love called on Ms. Aydlette to provide information from the state human resources perspective. She stated the job posting for this position had been developed and was currently posted on NeoGov, the online recruiting system for state government. She stated the job posting had been carefully developed in such a way it would hopefully bring in a broad depth of qualified candidates for the position. She then provided information on ways in which the Office of Human Resources might assist the Search Committee in the process of reviewing and determining which applicants would be selected for consideration. Ms. Aydlette noted the importance of being mindful of FOIA during the process. She also noted that information about the top candidates is disclosable once those individuals had been selected. Ms. Aydlette highlighted some of the details of a packet of materials

she had distributed which were designed to be helpful to the committee members as they go through the process of interviewing candidates.

Topics in the discussion included sharing CHE Executive Director search information with the business community, thorough vetting of and reference checks on the candidates, and assuring the diversity of the pool of candidates. Also discussed was advertising the position in three publications, *The Chronicle of Higher Education*, *Inside Higher Education*, and *Diverse Issues in Higher Education*.

5. Discussion of Executive Director Search

Commissioner Love opened the discussion of the Executive Director search. Topics covered during this portion of the meeting included the budget for this process, the possibility of engaging a professional search firm, if needed, and finalization of the RFP for the position.

Recommendations made in discussion included focusing on candidates from South Carolina who are proven administrators and managers, and determining the challenges CHE has as an organization and what type of person might be hired to specifically address those challenges. Additional conversation took place and suggestions were made about what would be the most desirable qualifications of the potential CHE Executive Director candidates.

Commissioner Love requested each member of the Search/Advisory Committees sign a confidentiality agreement. She asked that any questions or requests for information be directed to her as the Committee's spokesperson. With regard to CHE staff, Ms. Love requested that Ms. Julie Carullo, CHE's Interim Executive Director, as well as Ms. Beth Rogers, Mr. Gary Glenn, and Ms. Marian Jones, also sign the confidentiality agreement.

Commissioner Love encouraged the committee members to review the Executive Director job posting if they had not yet had the opportunity to do so. Commissioner Love also encouraged the members to share other ideas they might have on how to advertise and spread the word about the posting.

Thoughts were expressed about determining the expectations of the CHE as an agency as well as the perceptions of CHE, after which additional ideas were shared about the characteristics and skill sets of a person most qualified to lead the CHE in light of those expectations and perceptions. Words used to describe the desired characteristics of an effective leader for CHE included influencer, great communicator, credibility, good interpersonal skills, proficiency in management, advocate for higher education, collaborator, visionary, understanding of state agencies, focus on the state's top educational needs and priorities, and willingness to ask why.

A list of adjectives describing the potential Executive Director candidates as noted by Commissioner Love were leader, good management skills, credibility with universities, ability to work with the legislature, good character, ability to work with various constituent groups, organized, good reputation, established relationships with the legislature and the academic community, exceptional communications skills, honest with integrity, politically savvy, able to run an agency, avoid pitfalls from the past, visionary, and transformational leader.

6. Discussion of Timeline and Calendar Considerations

Commissioner Love asked committee members to review the tentative timeline which had been distributed to them and requested Ms. Rogers send the document to those participating in the meeting by phone.

7. Next Steps

Commissioner Love stated assignments for the members included publicizing the search, recruiting candidates, developing evaluation criteria and interview questions, and maintaining confidentiality

and credibility of the search. She asked committee members to send any information in response to these assignments to Ms. Rogers by July 8.

8. Other Business

It was decided the next meeting of the Search Committee will take place on July 10, 2015 in the CHE main conference room beginning at 10:00 a.m.

Commissioner Love confirmed the three publications noted earlier in these minutes would be the three priority locations in which an advertisement about this position would be purchased.

9. Adjournment

A motion was made (Seckinger), seconded (Kuhl), and carried to adjourn the meeting at 12:20 p.m.

Respectfully submitted,

Beth B. Rogers,
Recording Secretary