

**NEOSHO COUNTY COMMUNITY COLLEGE
BOARD OF TRUSTEES
MINUTES**

DATE: September 10, 2009

TIME: 5:30 p.m.

PLACE: Student Union, Room 209

PRESENT: Kevin Berthot
Charlie Boaz
Patricia Griffith
Clint Isaac
Mariam Mih
David Peter

Dr. Vicky R. Smith, President
Dr. Brian Inbody, VP for Student Learning
Ben Smith, VP for Administration
Eric Tincher, Dean of Student Development
Sandi Solander, Business Manager/Board Treasurer
Nathan Stanley, Faculty Senate
Kent Pringle, Board Attorney
Terri Dale, Board Clerk
Melissa Smith, Chanute Tribune

Mr. Peter called the meeting to order at 5:30 p.m. in room 209 in the Student Union.

III. Public Comment

There were no speakers

IV. Approval of the Agenda

Mr. Peter asked to amend the agenda by adding resignation to new business. Upon a motion and a second the agenda was approved as amended. Motion passed.

V. Consent Agenda

The following items were approved by consent.

- A. Minutes from August 13, 2009
- B. Claims for disbursement for August 2009
- C. Personnel

1. Resignation of Development Assistant

It was the President's recommendation that the Board accept the resignation of Erica Mudd, Development Assistant, pending the Board's approval of her employment as the Recruiting/Retention Specialist for Technical Education. Her resignation is effective September 28, 2009.

2. Resignation of Assistant Softball Coach

It was the President's recommendation that the Board accept the resignation of Malinda Berglund as the assistant softball coach. Ms. Berglund accepted a full-time head coaching position and did not begin her employment with the College this year.

3. Resignation of Administrative Assistant for Business Manager/Bookstore Manager

It was the President's recommendation that the Board accept the resignation of Jan Wolfe as the administrative assistant for the Business Manager and Bookstore Manager, pending her employment as the Title III Administrative Assistant. Her resignation is effective September 30, 2009.

4. Receptionist/Registration Clerk-Chanute

It was the President's recommendation that the Board employ Kelly Wilson for the Receptionist/Registration Clerk position at the Chanute campus. Ms. Wilson received an Associate's degree in Business and Computer from NCCC. She worked at Neosho Memorial Regional Medical Center as a switchboard attendant and as admissions clerk and at Kustom Signals as an RMA clerk.

Ms. Wilson will be paid \$9.25 (Level II) per hour starting September 14, 2009.

5. Recruiting/Retention Specialist for Technical Education

It was the President's recommendation that the Board approve the employment of Erica Mudd as the Recruiting/Retention Specialist for Technical Education. Ms. Mudd received a Bachelor of Science degree in Communication from Pittsburg State University and is a graduate of Neosho County Community College with an Associate of Science degree.

She is currently filling the temporary one-year position as Development Assistant. She worked for Barnes & Noble in Pittsburg, Southtown Phillips 66, Community National Bank and Chanute Recreation Commission during high school and college. Ms. Mudd will be paid \$25,000 annually (Management Support Staff) starting September 28, 2009.

6. Assistant Softball Coach

It was the President's recommendation that the Board approve the employment of Jennifer Joyal as the assistant coach for softball. Ms. Joyal is currently finishing her bachelor's degree at Pittsburg State University. She will be paid \$650 per month (3 days per week) and meal privileges when the cafeteria is open, beginning September 11th.

7. Assistant Wrestling Coach

It was the President's recommendation that the Board employ Eric Johnson as the assistant wrestling coach. Mr. Johnson earned a Bachelor of Science degree in Human Health & Performance from Ft. Hays State University. His paid coaching experience includes head wrestling coach at Thomas More Prep in 2009.

Mr. Johnson will be paid \$1050 per month starting September 11, 2009 through May 14, 2010 and be allowed to eat in the cafeteria when it is open. The salary will be prorated for September 2009.

8. Coordinator for Advising and Articulation

It was the President's recommendation that the Board employ Jeff Almond as the Coordinator for Advising and Articulation. Mr. Almond is a graduate of NCCC and Pittsburg State University, with a

BS in Education. Since October 2006, Mr. Almond worked for Southeast Kansas Mental Health as a supported employment specialist. From 2001 to 2006, he worked for Labette Community College as an advisor/recruiter and director of admissions.

Mr. Almond will be paid be \$29,500 annually (Management Support Staff) starting September 28, 2009.

9. Title III Administrative Assistant

It was the President's recommendation that the Board approve the employment of Janice Wolfe as the Title III Administrative Assistant. Ms. Wolfe attended Washburn University, Fort Scott School of Cosmetology and Allen County Community College. Currently, Ms. Wolfe is the administrative assistant for the business manager and the bookstore manager at NCCC.

Ms. Wolfe will be paid \$9.85 (Level III) starting October 1, 2009.

10. Administrative Assistant for Allied Health

It is my recommendation that the Board approve the employment of Teri Showalter as the administrative assistant for allied health. Ms. Showalter attended Mid-America Nazarene University and Labette Community College. Ms. Showalter has over 25 years of clerical experience including Labette Community College, Ruralvision/Direct TV and Neosho Memorial Hospital.

Ms. Showalter will be paid \$10.70 per hour (Level III), starting September 21, 2009.

Faculty Senate Report: Nathan Stanley, Faculty Senate Vice President, reported while Sarah Robb is on maternity leave. Mr. Stanley told the Board that the semester started off a bit shaky for several faculty members whose classes were not filling with enough students. Initially, before classes started, enrollment figures for the Chanute campus showed that enrollment was down from last fall. However, since classes started, enrollment had made a pleasant turnaround and Chanute campus is now up in numbers from last year. Within the first week of class, several classes short on numbers were filling up.

The faculty of NCCC was not idle during the summer. Twenty-four faculty members, spent the summer working on a total of forty-one professional development activities. Last year's increase in the professional development fund was put to good use helping the faculty improve their knowledge and skills. All of last year's funds were used, and some activities were still not completely funded. Several faculty members have submitted new requests for a total of twenty professional development activities already this semester.

Diana Shinn, simulation lab instructor for the Nursing program on the Chanute campus, is actively re-arranging the simulation lab to enhance the simulation experience. The simulations they are currently running include inducing labor of a computer-programmed virtual pregnant woman that they have named "Noelle", the birth of her baby, and the initial newborn admission to the nursery. Neosho Memorial Regional Medical Center graciously donated a brand new bed for the simulation lab as well as 5 patient carts, 4 linen hampers and an IV pole.

Gayle Randolph's social science students have community service hours to complete this semester and a few of them are helping Steve Yuza, a Biology instructor here in Chanute, with campus recycling. They are collecting cardboard, newspapers, non-confidential office paper, and magazines, packing them up into boxes, and taking them to Tri-Valley. Tri-Valley then bails the materials and sells the bails to a recycling company. They are also collecting plastic bottles and plastic bags and taking them to Wal-Mart for recycling. Students are also volunteering at the Safari Museum and the Public Library.

Dean of Student Development Report: Eric Tincher, Dean of Student Development, reported

that enrollment was up at all sites resulting in 2201 students enrolled in 18,823 credit hours for fall. He reported that the admissions department has scheduled 60 high schools to visit and will begin attending College Planning conferences across the state. He said that they are working on recruiting home-schooled students also.

Dean Tincher reported that 3.8 million dollars in financial aid was distributed in 2008-09 and thanked Kerrie Coomes and the financial aid department for their hard work.

Mr. Tincher reported that there were 240 students living in student housing which was a 6% decrease from last fall. He said that international students on campus are from Japan, Korea, China, Switzerland, Belgium, Kazakhstan, Belarus, Netherlands, and the Bahamas. Many activities were planned the first two weeks of school to welcome student back to campus.

Treasurer's Report: Sandi Solander distributed the monthly financial statement and cash balance comparison report. She said the college was in good shape with about \$800,000 more than at the same time last year.

President's Report: President Vicky Smith told the Board that on Friday the College will submit to KBOR the Credit Hour Report for the summer 2009 semester. The summer semester credit hours are part of the 2009-2010 academic year.

The College produced 4,074 state aidable credit hours for 2009-10 which is an increase of 818 credit hours or 25.12%. The increased credit hour generation was found in the following disciplines: Allied Health, Communication, Nursing, and Psychology.

Dr. Smith also reported that the fall semester credit hours are up by 12.77% over last year. The chart below compares data from 2008 to 2009.

Site	Credit Hours		Number Change	Percentage Change
	2008	2009		
Chanute	6,901	7,330	429	6.22%
In-District	1,448	1,901	453	31.28%
Out-District	1,606	1,663	57	3.55%
Ottawa	4,341	5,092	751	17.30%
Online	<u>2,397</u>	<u>2,838</u>	<u>441</u>	<u>18.40%</u>
Total	16,693	18,824	2,131	12.77%

The increase in the In-District hours can be attributed to partnerships with USD 413 and PSU. NCCC is offering two sections of Intermediate Algebra at PSU and enrolled 33 students in those classes. The Ottawa Campus and the On-line Campus are also doing well with 17.30% and 18.40% increases respectively.

The administration is moving forward with implementing an on-line payment process, as well as an on-line payment plan process for students to pay their college bills.

The process is called an "actively managed payment plan." The College will enter into an contract with NelNet and the product is called e-Cashier. The contract will be for three years. There is no cost for installation or hooking up the interface with Jenzabar for the service. There is a charge to the student to use the system. The student is charged \$35 per semester to enroll in the payment plan and \$25 of that goes to NelNet and the remainder to the College. If the students use the on-line system to pay their bills in full, then the College is charged \$1 for the transaction. If the student pays their bill with a credit card then a 2.25% merchant fee is charged. The program is scheduled to begin in the spring semester.

Earlier this week the administration was alerted that one of the residence hall students may have been exposed to the H1N1 virus. The student self-identified themselves and did not return to campus after the holiday weekend, but rather returned home.

The College is taking steps to minimize the occurrence of the H1N1 virus. The following memo from Ben Smith, VP for Administration, was sent to the College community concerning what each of us can do to help mitigate the contraction and spread of the H1N1 virus.

To all concerned:

We have had an unconfirmed report that one of our NCCC residence hall students had flu-like symptoms after possible exposure to the H1N1 virus this weekend while visiting the KU campus. The student voluntarily left campus and went home to avoid exposing other students, faculty and staff to his illness. As I said, the student reported flu-like symptoms, but has NOT been confirmed as a case of H1N1.

The first thing to do now is to NOT PANIC. I know—easier said than done, right? Our housekeeping staff already does an exemplary job of keeping our campus clean and sanitized, but has stepped up efforts in light of this recent report. Please continue to follow our standard guidelines involving the flu given to you previously such as keeping your hands clean and covering your cough, etc. We are notifying you all of this report to help keep you in the communication loop.

Also, if you here of other reported cases of flu-like symptoms with NCCC students, please report them to Eric Tincher, Dean of Student Development, as soon as possible. Although we are still working on developing a strategy to gather more detailed information for absence reporting for faculty and staff when they have flu-like symptoms, if you have flu-like symptoms and are staying home from work, we would ask that you voluntarily let us know (through normal channels) so that we will have some knowledge of the aggregate number of faculty/staff with flu-like symptoms.

Keep in mind that we have many resources that we might tap for emergencies of this nature, particularly with the county and the city. We also have many options available to us. These options range from extra cleaning and sanitizing and training to much more strict options. In severe cases of pandemic outbreaks here at the college, the president of the college or designee may declare a state of emergency, in which case we have other options available to us, including but not limited to:

- Cancelling particular classes for a specific period of time;
- Cancelling all college classes for a specific period of time;
- Isolating or quarantining certain students, faculty or staff and/or making special arrangements or accommodations – I have asked all department heads to look at contingency planning and continuity of operations planning to see how operations might be continued in the event certain personnel are gone with the flu or for other reason. Accommodations might include working from home if that was an option, or possibly changing to an online class if one is available;
- Moving or isolating residents in housing and providing special arrangements or accommodations;
- Requesting assistance from the city/county/state in severe cases.

As noted, we will continue to work with county and city officials as necessary as the H1N1 virus and other pandemics find their way to our community. Your cooperation is greatly appreciated. As always, if you have any questions, please give me a call. Thanks.

Dr. Smith reported that Energy Service Company had analyzed the domestic hot water boiler process and the Rowland rooftop unit issues. The ESCO's engineer spent a lot of time making sure the conclusions they reached and the ultimate recommendation for the energy conservation measures to be implemented would be the most cost-effective, energy saving, and long-term solution as possible.

For the Rowland rooftop unit, they discovered why the condenser had "burned out" and are recommending that a new condenser be put in place, the override control be reinstalled and the whole system recalibrated. That will cost around \$22,000.

The domestic hot water solution will not be to install tankless water heaters, but rather to install a 3-stage, high efficiency, condensing boiler with a 200-gallon tank. All of the engineer's analysis indicated that type of solution would be the most cost-effective and energy-saving direction to go. The cost of installing this boiler will be \$62,500.

The professional fees and services will be \$26,600 which is only a 28.50% markup rather than the 48% standard FCIP markup.

With all of the above costs and some performance bond costs the total for the two projects will be \$113,839. Dr. Smith will sign the contract with the company next week and work will progress quickly after that. The monies to pay for this project will come from the \$173,000 of "stimulus" money received from the state.

Dr. Smith also distributed a list of the projects completed by the maintenance staff over the summer.

Agenda Item VIII-A: Change Board Meeting Date in October

The Association of Community College Trustees annual meeting is October 8-10, 2009. Patricia Griffith and Dr. Smith will attend the meeting in San Francisco. October 8 is the regular meeting date for the Board of Trustees meeting. Dr. Smith asked the Board to change the October Board meeting date to October 15, 2009 at 5:30 p.m.

Resolution 2009-68

RESOLVED, that the Board of Trustees of Neosho County Community College approves changing the October meeting date from October 8 to October 15, 2009.

Upon a motion and a second the above resolution was approved. Motion passed unanimously.

Agenda Item VIII-B: Set Date for Fall Retreat

November 19, 2009 was selected as the date for the fall Board Retreat. Topics for discussion at the retreat will include reviewing the vision, mission and purposes statements. The retreat will begin at 5:30 in room 209 in the Student Union.

Amended Agenda Item VIII-C: Resignation

It was the President's recommendation that the Board accept the resignation of Michelle West, nursing instructor at Chanute. Ms. West's resignation is effective October 9, 2009.

Resolution 2009-69

RESOLVED, that the Board of Trustees of Neosho County Community College accepts the resignation of Michelle West effective October 9, 2009.

Upon a motion and a second the above resolution was approved. Motion passed unanimously.

Amended Agenda Item VIII-D: Chief Executive Succession Plan—first reading

The Board of Trustees, at their spring retreat, directed the President to develop plans/guidelines that would serve to assist them during circumstances in which the President/CEO were to either temporarily be unable to discharge his(her) duties and or permanently unable to undertake his (her) duties. At the June Board meeting, the Board approved the Emergency Chief Executive Succession Plan that addressed how to ensure continuity in the chief executive office during a short-term absence of the President/CEO. The attached draft document addresses the steps the Board should take when there is a permanent change in the chief executive officer's position.

Dr. Smith recommended that the Board undertake a first reading to provide trustees an opportunity to review and provide input into the final document. Several comments were made and discussed and minor revisions suggested.

A permanent change in the chief executive of Neosho County Community College is one in which it is firmly determined that the current President will not be continuing in the position. The circumstances may be nonrenewal, resignation, retirement, or death.

The Plan will be presented at the October board meeting as a second reading.



Neosho County Community College Chief Executive Succession Plan

September 2009

Compiled by Dr. Vicky R. Smith, President/CEO

Chief Executive Succession Plan For Neosho County Community College*

* Significant portions of the text are taken from: Selecting a New President: What to do Before You Hire a Search Firm. Washington, DC: American Council of Trustees and Alumni, Institute for Effectiveness Governance, September, 2004.

A permanent change in the chief executive of Neosho County Community College is one in which it is firmly determined that the current President will not be continuing in the position. The circumstances may be nonrenewal, resignation, retirement, or death. The steps outlined in this plan are a guideline to assist the Board of Trustees as they select their President/CEO.

The Board's Most Important Job

The most important job a board performs is the selection of a president. However, when a presidential vacancy occurs, boards are rarely prepared to undertake a search. In a panic, they may rush to appoint a search committee and hire a search firm. They may think that all the important decisions come *after* the search firm is hired. They may think that it is up to the new president to decide where the institution is and where it should go. Wrong. Some of the most important decisions occur *before* the search firm is on board; including will the College use a search firm at all.

Early Stages of a Presidential Search

The early stages of a presidential search require:

- communication to important constituents of current president's departure and process College will follow to select next CEO,
- appointment of an interim president/CEO, if needed, to serve between the time the current president leaves and the installation of the new president/CEO (You may wish to contact the Association of Community College Trustees, who have a cadre of individuals who would be appropriate as an interim president, to provide an interim president so the Board can move deliberately through the search and selection process),
- a determination if the Board wishes to retain a search firm to help them through the following steps or if they wish to run the search themselves,
- a critical assessment of the institution's mission,
- development of the appropriate job description for the next leader,
- a determination of how the search committee will be constituted,
- a process for determining how important constituencies will be allowed to participate in the overall selection process, and
- the establishment of an outline and timeline of the process for selecting the new president.

The manner in which these decisions are made sets the stage for the ultimate success or failure of the search.

Communication Plan

The Board of Trustees must communicate to the important constituents about the (pending) departure of the current president and what the process will be for transitioning to a new president. This communication must come from the Chair of the Board, and can use a variety of media such as e-mails, press releases, public service messages for radio and television, as well as the information being placed on the College's home webpage. It is important that the Board communicates with students, employees, major donors, important officials in the service area, and the general public. (The Chair may wish to work with the College's Public Relations officer to help craft the message.)

If an interim president is put in place that information should also be communicated to the above constituents. In addition, the College will need to inform the following institutions of the departure of the current president and the information about the interim president and, once the new CEO is in place, the name of that individual:

Kansas Board of Regents
Higher Learning Commission of the North Central Association of Schools and Colleges
U.S. Department of Education
Leaders of Institutions with which the College has MOU's, collaborations, and partnerships

It is important that throughout the search process and ultimate selection of the new president, **that the Board provide transparency of the process and keep all informed.**

Selection of an Interim President

An interim president will need to be selected if the time between when the current president informs the Board they are leaving and the date of his(her) departure does not provide enough time for the Board to implement the search process for the next president. For instance, the president may inform the Board that they plan to retire in 12 months. No interim president would need to be retained. But, if the president indicates they are resigning and the time until the resignation is short, the Board will need to appoint an interim president. Also, if the president dies, then an interim president will need to be appointed.

The Board may choose to follow the process outlined in the Emergency Chief Executive Succession Plan for the first three months, and use that time to identify a permanent interim president or they may move directly to the appointment of a permanent interim president.

The Board can select whomever they wish for the interim president, and do so without consulting outside entities or they may wish to consult with organizations that provide lists of potential individuals who serve as interim presidents. One such organization is the Association of Community College Trustees.

What Kind of Search Firm, if Any?

The Board must, in the early stages, determine if they are going to use a search firm or not to help them in the process of selecting a new president. It is easy to come up with a list of qualified candidates—an ad in *The Chronicle of Higher Education* will be seen by every senior administrator interested in a presidency and subsequently the College will receive a lot of applications. A search firm may be able to help the Board undertake the search in such a way that the candidates that most meet the Board's criteria are identified. Still, search firms have downsides as well as positive aspects.

The positive aspects include:

- For most trustees, this will be the first presidential search you have ever done. Hiring a search firm means that you do not have to reinvent the wheel.
- The search firm will handle many of the mechanics of the process (and there are multitudes of mechanics involved!)
- The search firm will identify appropriate candidates—every large firm has a “rolodex” listing hundreds of senior administrators whose names they have acquired in previous searches.
- Hiring a search firm gives the board a sense of security, as well as political cover.

The downsides to a search firm include:

Search firms can be helpful, but they can be expensive.

Some traditional search firms can also get in the way of finding an outstanding leader. They are often so wedded to the status quo in higher education that they actively resist the board's efforts to broaden the pool of candidates.

Search firms often have a stable of candidates they propose in search after search. Search firms are in a position to tilt the search process in favor of their own candidates and they sometimes do.

Search firms may discourage or sometimes undermine candidates suggested by trustees.

To do an effective job, the search firm must be innovative and responsive to the Board's goals. At a minimum, the Board should select a firm that understands the needs of higher education today and realizes that it is there to assist the board, *not* tell you what to do. Care should be taken to inform the search firm exactly what the board is looking for in its next president, that way the firm can help find candidates that possess the specific skills, personality and experience that the board is seeking.

When and if you decide to use a search firm to help you in the process, it is important to remember that informed Board involvement is essential. At every stage, it is critical that trustees stay on top of the process. (Appendix A has a list of potential Search Firms)

NOTE: If the Board decides to hire a search firm, that firm will handle the organization and implementation of the total process outlined in the rest of this document. If the Board does not hire a search firm then the following steps need to be undertaken by the Board itself or to whomever they delegate the mechanics of the process.

A Time to Take Stock

The selection of the new president is an ideal time for the Board to review the institution's progress, problems, and potential. Before any presidential selection can occur, the board should be clear where NCCC stands and where the Board wants the College to go.

When a vacancy occurs, the first important step is to decide where the Board wants the College to be in five or ten years. Once that is determined, then the Board is in a position to determine what kind of president can take us there.

First, to ensure that the board's deliberations are fact-based and not impressionistic the board should have before it the following information:

- the current vision and mission and purposes statements
- the strategic plan and other master plans, such as the educational master plan
- the budget

- indicators of institutional quality

Second, the board should invite comments in *writing* from college-related constituencies (e.g., alumni, donors, faculty, student body, local business community) addressing their thoughts about NCCC, its future directions, and what kind of president it needs. In this way, the process is both positive and inclusive. An email address can be set up for these purposes. (Appendix B contains a list of questions that the Board may wish to put in the survey that they distribute to solicit input on the type of president needed or issues a new president will be facing.)

Third, having received all this information, the board should hold a retreat to have a candid discussion sharing thoughts about such questions as:

Are the mission and purposes clearly and appropriately conceived and stated?

What are the ideas and concerns of the various constituencies, on and off campus, as articulated in the written input?

Where would the trustees hope to see the College in five or ten years?

What are the most serious problem areas the new president will have to address?

What are the opportunities for moving the College to the next level?

What kind of president will be best equipped to tackle the problems and seize the opportunities?

What skill sets, experience, and values of the president would best serve NCCC?

What changes, if any, need to be made to the Job Description of the president?

Many times it is helpful to have an experienced and neutral third party, experienced in higher education, help facilitate the above discussion (i.e. the search firm for instance.)

What Kind of Leader?

Once the Board determines its long-term vision, **a search committee should be established** to develop a realistic statement defining the traits needed in a new president that reflects the board's vision and can be used in developing the position advertisement.

There may be a temptation for this to be a political document—a combination of platitudes and a wish-list for campus constituencies. The Board should resist that temptation. There is no point in listing every ideal trait imaginable. No president has every virtue. **The search committee's job is to decide which strengths are absolutely essential and which are merely desirable.** No president does everything. Much can be delegated.

Similarly, there will be a temptation to please everyone and to add every trait suggested by every member of the constituents, Board, or search committee. The search committee does not need unanimity on every trait. Allow the majority to specify a precise and realistic list of essential traits and make sure the criteria listed in the advertised job announcement reflect this assessment/list.

The “traits” statement should communicate accurately to potential candidates:

- What traits the Board is seeking.
- What aspects of the candidates will guide the search committee in its deliberations.
- It should be broad-minded so that the Board can cast the net widely to find a strong leader.

In searching for an excellent candidate, do not tie your hands. The description should never close the doors to strong but “unconventional” candidates and should make clear that selection procedures ensure equal opportunity and compliance with the law. The statement should be reviewed and approved by the Board of Trustees before moving forward in using the statement in the search.

Establishing a Framework for the Search

The full board should determine:

- The target date for the new president to assume office.

The information on the job posting, including what the candidates’ application packets should contain, and to what venues the posting should go. (See Appendix C on possible venues for the posting of the job opening.)

If a brochure will be developed.

The establishment of a page on the College website to post the opening, to provide information to public on the process, and to use as a source to gain input from stakeholders.

A deadline for the search committee to provide the board with an unranked list of three to five final candidates.

The process used by the Board’s in interviewing the final candidates.

A budget for the search process and provision for internal administrative assistance to the search.

The process for communication and ensuring transparency of the process to all constituencies and stakeholders.

A compensation range for the position after reviewing national and state data on presidential compensation.

Who will make the offer to the final candidate and who will negotiate the contract.

Whether to offer a contract (legally can offer by Kansas statute no more than three years), or whether to have the president serve at the pleasure of the board.

The presidential performance review policies that are in place and then share them with the

didates for the job.

Creating the Search Committee

Selecting a president is the most important decision a board ever makes. This is an authority a board should never delegate. Accordingly, the search committee should consist solely or primarily of trustees and should be chaired by a trustee.

At the same time, the number of individuals on the search committee is important. Since groups tend to seek consensus, every member has a veto over the final choice. The larger the group, the more vetoes there are. The more vetoes there are, the more likely the final candidate will represent the lowest common denominator, that is, mediocrity. Therefore, the **size of the search committee should be no fewer than five and no more than nine members**, with two of the members appointed as chairman and vice chairman.

The constituents, both on and off campus, need to provide input. But, **the constituencies should not be represented on the search committee**. There are too many constituencies to include them all without making the committee too large. And it is questionable to what extent one instructor or one alumnus “represents” all faculty or alumni.

The best way to invite constituency input is at two points in the process—at the beginning and at the end. Before the board reaches its own conclusions about what kind of leader is needed, there should be a public announcement inviting *everyone* interested in the college to submit his or her thoughts in writing. This will be a valuable sounding to take. At the end of the process, when finalists are invited to campus, individuals from affected constituencies should be asked to meet with each. **Each individual, not group**, participating can submit personal evaluations to inform the board’s decision-making rather than asking them to rank the candidates or provide a collective recommendation to the Board.

Finally, **confidentiality is important**. Individuals who have responsible positions at other colleges will often not agree to be considered unless their identities remain confidential—at least until the number of candidates is reduced to three or four. The Board will need to work with the College attorney to ensure all Kansas and federal laws and regulations are followed. **The Board’s discussions pertaining to the presidential search should remain closed and confidential whenever possible**. Non-search committee members should be present only with a specific invitation and then only under a rule of confidentiality.

How to Avoid the Least Common Denominator Candidate

Conventional methods of tallying rankings have the effect of giving each search committee member a veto over any candidate.

Replace a negative veto process that produces the lowest common denominator with a positive process—one that allows each search committee member to move forward the candidate who, in that member’s judgment, is the most outstanding. That way, no one can veto the most outstanding candidate. The process promotes harmony in the search process, since committee members are not vetoing each other’s top candidates—at least until the last step of the process.

The positive process works as follows. Imagine a seven-member committee. At an early stage of review—identifying which files should be reviewed by the entire committee works as follows:

- Each member is allowed to move five names forward.
- The whole committee will look carefully at the 35 candidates, each of whom has been identified by at least one search committee member as one of the five most outstanding candidates.
- No candidate is eliminated at an early stage merely because only one member does not like him or her.
- The next cut allows each search committee member to move forward the two candidates he or she judges to be the most outstanding—for a “short list” of up to 14 candidates. The list will probably be a bit shorter, since some names will be on more than one person’s list.
- The final stage, each search committee member will be putting only one name forward—the *most* outstanding—for a maximum list of seven. By then it will be obvious that some candidates are named by a number of committee members, others by only one.
- A short list of finalists to invite to campus will easily emerge.

Not a single candidate will be on the list merely by being “everybody’s second choice” or the one everyone could “live with,” ergo avoiding the “least common denominator.”

Keep Your Eye on the Goal

Whatever you do, **remember: consensus is not the goal; selecting the leader that best meets the Board’s vision for Neosho County Community College is the goal.** Because of our natural desire to get along, all groups tend toward consensus. But compromise decisions to achieve consensus impair the process. For example, adding an additional criterion to the position announcement to satisfy a single member of the board makes the announcement less focused. And it communicates misinformation—presenting the opinion of a single member as if it were the opinion of the board. There is nothing wrong with taking a vote and letting the majority decide. Never base decisions on the wishes of a single trustee. That kind of thinking could eliminate candidates who rock the boat—which leaders often do—and ensure mediocrity rather than merit.

More colleges have made mistakes with supposedly “safe” selections—hiring another institution’s retread—than by defining goals more innovatively and reaching out to bold new leadership. Colleges need to be more innovative and entrepreneurial than in the past. Institutions must respond to a dynamic economy, changing world situation, and growing calls for accountability and performance. They need bolder leaders with a wider background.

Keeping your eye on the goal—selecting the most outstanding leader—is key to a successful search.

Appendix A Search Firms

American Association of Community College Trustees

Dr. Narcisa Polonio
Vice President for Education, Research and Board Services
1233 20th Street, NW
Suite 301
Washington, DC 20036

202-775-4670
npolonio@acct.org
www.acct.org

Pauly Group, Inc. (This firm handles only senior administration at two-year colleges)

2921 Greenbriar Drive
Suite D
Springfield, IL 62704
Tel: 217-241-5400
www.paulygroup.com

Witt/Kieffer

Christine Mackey-Ross
Senior Vice President
8000 Maryland Avenue
Suite 410
St. Louis, MO 63105
Phone: 314/862.1370
www.wittkieffer.com

Appendix B

Possible Constituent/Stakeholders Queries for Written Input

Person's Name

Relationship to NCCC

Contact Information (Optional)

The following questions are open-ended so as to solicit specific information:

- o The next NCCC President needs to have experience in.....because.....
- o I think NCCC needs as their next president someone who can....
- o The three most important attributes of the next president must be...1)...2)...3)....
- o The three top issues facing the College in the future are...1)...2)...3)....
- o I want the College to make sure the president....
- o I wish the College would place more emphasis on....

What one piece of advice would you give the Board of Trustees as they search for the new president?

Is there anything else you would like to share with the Board of Trustees about what type of individual should be the next president of Neosho County Community College?

Appendix C

Venues for Posting Presidential Job Opening

NCCC's website

All Kansas Community Colleges

Kansas Board of Regents

Chronicle of Higher Education

Community College Week

Ads in the *Kansas City Star* and local newspapers

HigherEdJobs.com

KansasWorks

y want to direct mail the brochure (if developed) to all US community colleges

Agenda Item IX: Adjournment

Upon a motion and a second the meeting adjourned at 6:30 p.m.