

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
HUMAN RESOURCES COMMITTEE
MINUTES
OCTOBER 22, 2014**

Human Resources Committee Members Present: Alexander Cirillo, Chair; Dawn Erlandson, Vice Chair; Trustees Margaret Anderson Kelliher, Kelly Charpentier-Berg and Robert Hoffman.

Human Resources Committee Members Absent: None

Other Board Members Present: Tom Renier, Louis Sundin, Ann Anaya, John Cowles, Philip Krinkie, Maleah Otterson, and Michael Vekich.

Leadership Council Committee Members Present: Steven Rosenstone, Chancellor; Mark Carlson, Vice Chancellor for Human Resources; and Nancy Joyer, Chief of Staff.

The Minnesota State Colleges and Universities Human Resources Committee held its meeting on October 22, 2014, at Wells Fargo Place, 4th Floor, Board Room, 30 East 7th Street in St. Paul. Chair Cirillo called the meeting to order at 1:33 p.m.

1. Minutes of July 23, 2014

Chair Cirillo called for the motion to approve the minutes of the Human Resources Committee on July 23, 2014. The minutes were moved, seconded and passed without dissent.

2. Appointment of General Counsel

Chancellor Rosenstone shared that General Council Gail Olson announced she will be retiring at the end of November. Chancellor Rosenstone acknowledged General Counsel Gail Olson for her remarkable 18 years of service to Minnesota State Colleges and Universities.

Chancellor Rosenstone stated that a few months ago with consultation with board leadership, a search was launched to identify the next general council. Chancellor Rosenstone shared that current board policy delegates to the chancellor the authority to appoint the general council and that current policy does not require a vote of the board. Chancellor Rosenstone proposed to Chair Renier that current practice be changed to align the appointment of general counsel with appointment of presidents and vice chancellors. Chancellor Rosenstone stated that this process would include having the chancellor consult extensively and work with the board to form a recommendation for the board's consideration, but it is the board and not the chancellor that should make the appointment. Chancellor Rosenstone indicated that a policy amendment will be brought forward for consideration next month to codify with proposed changes.

Last summer, a search was launched and 47 applications were received. Mark Carlson, Vice Chancellor for Human Resources, chaired the search committee. Chancellor Rosenstone, members of the Board of Trustees, presidents and cabinet interviewed the three finalists. After careful consideration of reference checks and feedback received from everyone who participated in the search, it was clear that there was not consensus on who to appoint and that the search should continue. For this reason, Chancellor Rosenstone recommended to the board to appoint Deputy General Counsel Kristine Kaplan to serve as interim general counsel effective December 1, 2014.

The Human Resources Committee recommended that the Board of Trustees adopt the following motion:

The Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoints Deputy Counsel Kristine Kaplan as interim general counsel for Minnesota State Colleges and Universities effective December 1, 2014, subject to the completion of an employment agreement. The board authorizes the chancellor, in consultation with the chair of the board and chair of the Human Resources Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the MnSCU Personnel Plan for Administrators.

The motion passed without dissent.

3. Emeriti Recognition

Pursuant to Board Policy 4.8, Emeritus Status, Chancellor Rosenstone presented his recommendation to confer presidential emeritus status upon the following presidents, who have served as presidents in good standing and retired in 2014. Phillip Davis, who served as president at Minneapolis Community and Technical College from 1998-2014; James Johnson, who served as president at Minnesota State College-Southeast Technical from 1997-2014; Kevin Kopischke, who served as president at Alexandria Technical and Community College from 2004-2014; Joseph Opatz, who served as president at Normandale Community College from 2007-2014; and Edna Mora Szymanski, who served as president at Minnesota State University Moorhead from 2008-2014.

The Human Resources Committee recommended that the Board of Trustees adopt the following motion:

Upon the recommendation of Chancellor Steven Rosenstone, and in recognition that they have served with great distinction, the Board of Trustees hereby confers the honorary title of President Emeritus upon Phillip Davis, Minneapolis Community and Technical College; James Johnson, Minnesota State College - Southeast Technical; Kevin Kopischke, Alexandria Technical and Community College; Joseph Opatz, Normandale Community College; and Edna Mora Szymanski, Minnesota State University Moorhead.

The motion passed without dissent.

4. Authorization of Leadership Employment Agreements

Vice Chancellor Carlson stated that pursuant to the Personnel Plan for Minnesota State Colleges and Universities Administrators, the Board of Trustees may authorize the chancellor to enter into employment agreements with the presidents and vice chancellors during FY15-FY16.

The Human Resources Committee recommended that the Board of Trustees adopt the following motion:

The Board of Trustees authorizes the chancellor, in consultation with the chair of the Board of Trustees and chair of the Human Resources Committee, to enter into employment agreements with presidents and vice chancellors during FY15-FY16.

The motion passed without dissent.

5. Executive Search Process and Onboarding

Chancellor Rosenstone introduced a presentation designed to provide the board an overview of our executive search and on-boarding processes.

Over the last 3 years, MnSCU has conducted 29 executive searches, most of them to formulate recommendations for board appointments. Under board policy, it is the Board of Trustees that appoints presidents, vice chancellors, and the director of internal audit. The board's appointment is based on the recommendation the chancellor prepares for the board's consideration.

Over the last 3 years the board has appointed 18 new presidents, including 11 permanent presidents (8 women, 3 men; 5 from underrepresented groups) and 7 interim presidents (4 women, 3 men; 2 from underrepresented groups). In the same period, there have also been 11 cabinet hires: 9 cabinet members (3 women, 6 men; 2 from underrepresented groups) and two interim cabinet members (Dr. Litecky, Dr. O'Brien). Overall, of these 29 appointments, over half are women; about one third are from underrepresented groups.

We have been successful growing our own presidents: 7 system leaders have served or are serving as interim presidents. Many of these individuals have completed the Executive Leaders Development Program conducted by Vice Chancellor Carlson's staff.

The retention rate is high. Of the 20 non-interim hires at the presidential and cabinet level, 18 employees are working with us currently.

Chancellor Rosenstone stated that in his role as chancellor, there is no responsibility he takes more seriously than identifying world class talent to serve as presidents. He described his deep appreciation of the importance the position plays for the students, faculty, and staff as well as for the communities served by our college and universities, reiterating that he is committed to recommending to the board the best possible candidates.

Next, Chief of Staff Nancy Joyer addressed the board. She described both the search process and on-boarding process for new presidents.

Extensive Consultation and Contributions

Each search involves extensive consultation with faculty, students, staff, and community members:

- All stakeholders are invited to meet with chancellor prior to kick off (meetings by group)
- All stakeholder groups are represented on search advisory committee (nominations from associations and organizations)
- All stakeholders are invited to campus interview sessions (meetings by group)
- All stakeholders are invited to give confidential feedback directly to the chancellor

Each search involves work by many people:

- A dozen or more people – faculty, students, staff, and community members – sit on each search advisory committee.
- A college or university president chairs the search advisory committee.
- Campus chief human resources officers serve as resources to the committees and as the campus point person for information related to the search.
- Dozens more on each campus work on some aspect of the search: website design; marketing materials; and the logistics of campus visits.

Our goal is to have an effective process, judged by the quality of the candidates; the quality of the finalist; and the trust the search engenders with the campus communities, board, and the candidates themselves. And, we want to do so in as cost effective away as possible.

We debrief with the campus, search consultant, board members, and the candidates after each search to understand how things went and to improve our processes. We are experimenting with reducing the cost of outside search consultants by doing some searches or parts of searches in-house or by engaging lower cost consultants. Some aspects of the search we can deliver with higher quality, greater consistency, and at lower cost, than we can if we were to purchase the full package of services that search firms want to offer.

How Diversity Fits In

We look for leaders who will honor and implement our core values and goals. As public colleges and universities, we have a special responsibility to create and maintain a climate that affirms diversity of persons as well as diversity of views. A commitment to diversity means a commitment to inclusion that, welcomes, and supports individuals from all groups, encompassing the various characteristics of our changing communities.

- As Minnesota becomes more diverse, so must our colleges and universities and their leaders. We recruit as widely as possible to get an excellent and diverse candidate pool.

On a practical level, this means:

- We select search consultants who have a track record recruiting diverse candidates to the Midwest.
- The chancellor appoints diverse search advisory committees.
- The committees receive training on respecting differences and avoiding discrimination.
- Candidate pools are reviewed; if a pool is not diverse, the search continues.
- In every interview at every level, interviewers probe candidates on how they have supported strengthening diversity in their current role and ask how they would continue to advance diversity as president.

We are proud of our success recruiting senior leaders who have a track record in advancing diversity, as well as leaders who are themselves from underrepresented groups.

Overview of the Search Process

For each presidential search:

- The campus-based search advisory committee reviews application materials from all applicants, selects 6-12 candidates to interview; conducts the interviews; ranks the candidates; and then provides ranking and the committee's assessment to the chancellor.
- The chancellor considers the search advisory committee's assessment of the candidates together with the information received through confidential references, background checks, and deep internet history checks. The chancellor invites about 3 candidates to interview on campus.
- Candidates visit the campuses of the college or universities and meet with groups of students, faculty, staff and community members. All stakeholders are invited to provide feedback.
- The chancellor receives and studies detailed feedback from students, faculty, staff and community members. He develops customized follow up questions for each candidate based on the information he receives from campuses.
- Next the candidates visit the system office to meet separately with the chancellor, members of the chancellor's cabinet, and three trustees. The chancellor meets with the three trustees before the interviews to share his thinking to that point and identify areas the trustees might want to probe; and after the interviews he meets with the three trustees to get their counsel as he forms his recommendation.

In short, a great deal of due diligence and consultation goes into the formulation of the chancellor's recommendation to the board.

Onboarding New Presidents

- New presidents are on-boarded as a cohort.

- New presidents meet with their presidential peers who started the previous year.
- New presidents are assigned an experienced presidential colleague as a mentor.
- Most new presidents spend as many as 10 days on campus prior to their official start date working on the transition.
- Structured support is made available through executive coaching.
- Formal orientation:
 - Two full days at the system office
 - Group orientation day covers the basics: Finance, Academic and Student Affairs, Human Resources, Legal issues, Government Relations.
 - Day of one-on-one conversations with members of the cabinet to discuss immediate fiscal, legal, audit, or academic issues or challenges that must be addressed
 - New presidents are expected to complete the same mandatory training that all employees complete (data practices and anti-sexual harassment). They are also trained as decision makers for complaints under the board's nondiscrimination and equal opportunity policy.
 - They also receive books and articles on leadership and transition.

The meeting adjourned at 2:27 p.m.

Respectfully submitted,

Pa Yang, Recorder