

PRESIDENTIAL SEARCH  
QUALIFICATIONS AND CRITERIA SUB-COMMITTEE  
MINUTES

August 30, 2012

September 6, 2012

October 8, 2012

October 19, 2012

October 26, 2012

## **SUMMARY MINUTES**

### **FAMU Presidential Search Committee Qualifications and Criteria Subcommittee Meeting Teleconference Call August 30, 2012**

Chairwoman Belinda Reed Shannon convened the subcommittee at 3:04 p.m. via telephone conference call. Subcommittee members present were: Trustee Belinda Shannon, Trustee Marjorie Turnbull, and Trustee Karl White.

Chairwoman Shannon reminded the committee of the presentation by Vice President Hardee on the procurement process for securing an Executive Search Firm. She inquired if the solicitations would be posted on the website and the response was yes they would be posted on the University's website. The committee must determine the next steps and the dates for specific activities.

Following the overview regarding the specific solicitation, the staff recommended the use of the Invitation to Negotiate (ITN) process since it has been used historically and permits greater flexibility when the scope is not clearly defined. Trustee Turnbull noted that she had experiences with both Request for Proposals (RFP) and ITN and supported the ITN process. In response to Trustee Shannon's question, the response noted that the ITN permits follow-up interviews.

Trustee Shannon inquired about the evaluation process and Vice President Hardee noted that criteria are established for evaluating all proposals and then the top three firms are invited for an interview. This was the process used in the previous two presidential searches in 2002 and 2006 respectively.

Trustee Shannon asked if the University uses search firms. Vice President Hardee noted that they have been used for deans, the Vice President and Chief Information Officer, and the Vice President for Research. Trustee Turnbull remarked that presidential searches are very specific and these firms specialize in these types of searches.

Trustee Turnbull inquired about the firms being aware of the University's solicitation. The staff has a list of potential firms for the committee to review and add names to.

The staff will draft the ITN which will include a proposed timeline for the committee to review and comment. The committee will receive the draft on September 4; they will review and return to staff by September 6; and post the ITN on September 7. The deadline for responses will be September 28 (three weeks from the posted date).

Trustee Turnbull noted that she participated on the call with the Marketing and Communication Subcommittee and noted that it would collect input from stakeholders and gather as well as document comments.

There being no further business, the meeting adjourned.

Respectfully submitted,

*Rosalind Fuse-Hall*

Rosalind Fuse-Hall

Special Assistant to the President



## SUMMARY MINUTES

### FAMU Presidential Search Committee Qualifications and Criteria Subcommittee Meeting Teleconference Call September 6, 2012

Chairwoman Belinda Reed Shannon convened the subcommittee at 3:03 p.m. via telephone conference call. Subcommittee members present were: Trustee Belinda Shannon, Trustee Marjorie Turnbull, and Trustee Karl White.

Other trustees participating on the call were C. William Jennings and Kelvin Lawson. Staff member participating included Vice President Teresa Hardee, Chief of Staff Rosalind Fuse-Hall, Attorney Shira Thomas, Ms. Stephany Falls, Director of Purchasing.

Chairwoman Shannon thanked the committee and the staff for their review of the ITN draft and their quick responses. This will be a short meeting to provide the committee to ask any questions regarding the content of the ITN. The committee members noted that they provided input and their questions were answered by staff. She asked the other trustees participating on the call if they had any comments and neither had any comments.

Trustee Shannon noted one additional change on page 8, paragraph 3.11 regarding the respondent which should be the subcommittee and not the University.

Trustee Turnbull noted that she had discussed the termination section with Mrs. Fall and Attorney Thomas noted that legal had reviewed the termination clause also.

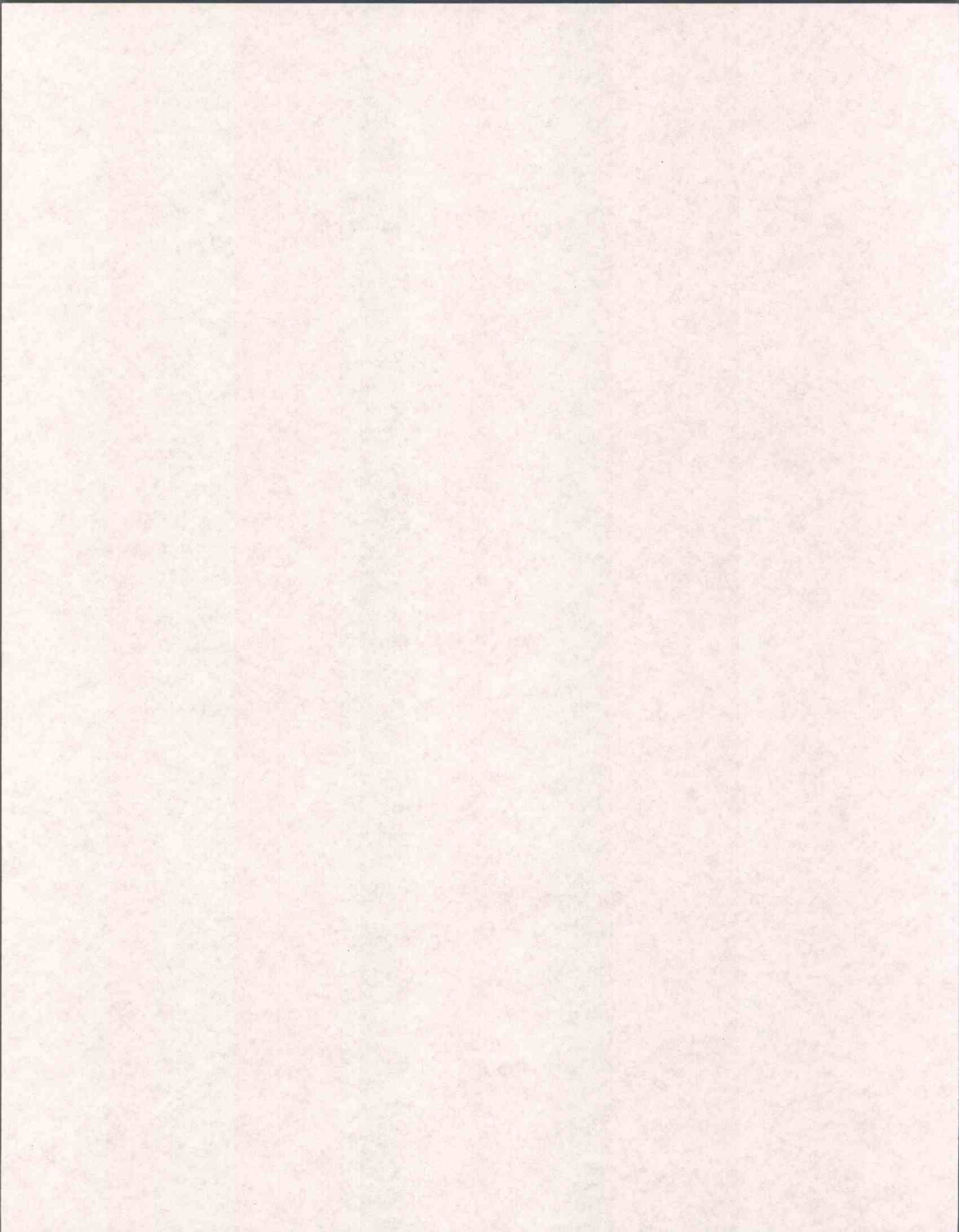
Any inquiries from the firms will be answered and the responses will be posted for every respondent to view. The schedule permits such exchange of information to occur. Attorney Thomas noted that the practice has been for all proposals to be opened at one time. The ITN schedule includes the evaluation team's review and interview process. Trustee Turnbull asked if there is flexibility once the calendar is posted. The staff responded the schedule can be amended. All responses to the ITN are due by the close of business on the deadline date. It was the consensus of the subcommittee to post the ITN on September 7<sup>th</sup>. The chair directed Ms. Fall to finalize the ITN and post it.

There being no further business, the meeting adjourned at 3:17 p.m.

Respectfully submitted,

*Rosalind Fuse-Hall*

Rosalind Fuse-Hall  
Special Assistant to the President



**SUMMARY MINUTES**  
**FAMU Presidential Search Committee**  
**Qualifications and Criteria Evaluations Committee Meeting**  
**Teleconference Call**  
**October 8, 2012**

Chairwoman Belinda Reed Shannon convened the committee at 4:06 p.m. via telephone conference call. Committee members present were: Trustee Belinda Shannon, Trustee Marjorie Turnbull, Trustee Karl White, Ms. Nellie Woodruff, Assistant Vice President for Human Resources, and Ms. Jackye Maxey, Interim Assistant Vice President of Auxiliary Services. A quorum was established.

The staff members who were asked to participate in the evaluation process and were present were Ms. Stephany Fall, Director of Procurement Services, and Atty. Rosalind Fuse-Hall, Special Assistant to the President.

Chairwoman Shannon provided the purpose of the meeting noting that we will announce the top number of search firms; rate the search firm responses, set interview criteria and establish an interview date. She noted that this process will move the committee closer to selecting the executive search firm. Chairwoman Shannon recognized Stephany Fall to explain the process used in ranking the search firms that responded to the ITN.

Ms. Fall stated that committee members were provided with each proposal submitted and was asked to evaluate each proposal using a separate Evaluation Scoring Sheet. After the scoring sheets were compiled, the firms were ranked by an average score. Past practice would be to interview the top three firms. Since the third and fourth ranked firms only had a one (1) point difference, the committee discussed the need to interview four firms.

**Trustee Turnbull moved that the Evaluation Committee invite the top four firms based on their average scores. It was seconded by Trustee White and the motion carried.**

Chairwoman Shannon led a discussion about the next steps. It was agreed that Ms. Fall would post the rankings today for 72 hours, provide the search firms with the date and length of interview. Ms. Fall discussed with the committee what would be an appropriate timeframe for each interview. Chairwoman Shannon stated that one (1) hour should suffice since we received such detailed information from the search firms. This time would permit deliberations after all interviews have been completed. Trustees Turnbull and White agreed. The date of October 19 was set for the interviews.

Next, the committee expressed the need to develop common questions to ask each firm. Topics that the committee wanted to address included: national recruitment strategy; familiarity and experience with the "Sunshine Laws"; experience working with boards to deal with consensus; method of evaluating candidates and the use of assessment tools; how many presidential searches completed recently and how many were at HBCU's; and assistance provided during the screening of applicants. Trustee Turnbull also reminded the committee of the need for the search firm to have a diverse pool of candidates since we are looking beyond academia as mandated by

the Board. Atty. Fuse-Hall noted that the staff could compile the questions raised and circulate to the committee by Thursday, October 11 for review. The committee agreed.

Chairwoman Shannon asked Ms. Fall to amend the ITN Calendar to reflect the interview date and the selection of the search firms to interview. Trustee White stated that we should give the firms three (3) business days to give their "best and final" offer (October 24, 2012). Chairwoman Shannon stated that the committee should schedule another meeting on October 26 to discuss the recommendation that will be made to the presidential search committee and then the full Board. The committee agreed.

There being no further business, the meeting adjourned at 4:45p.m.

Respectfully Submitted,

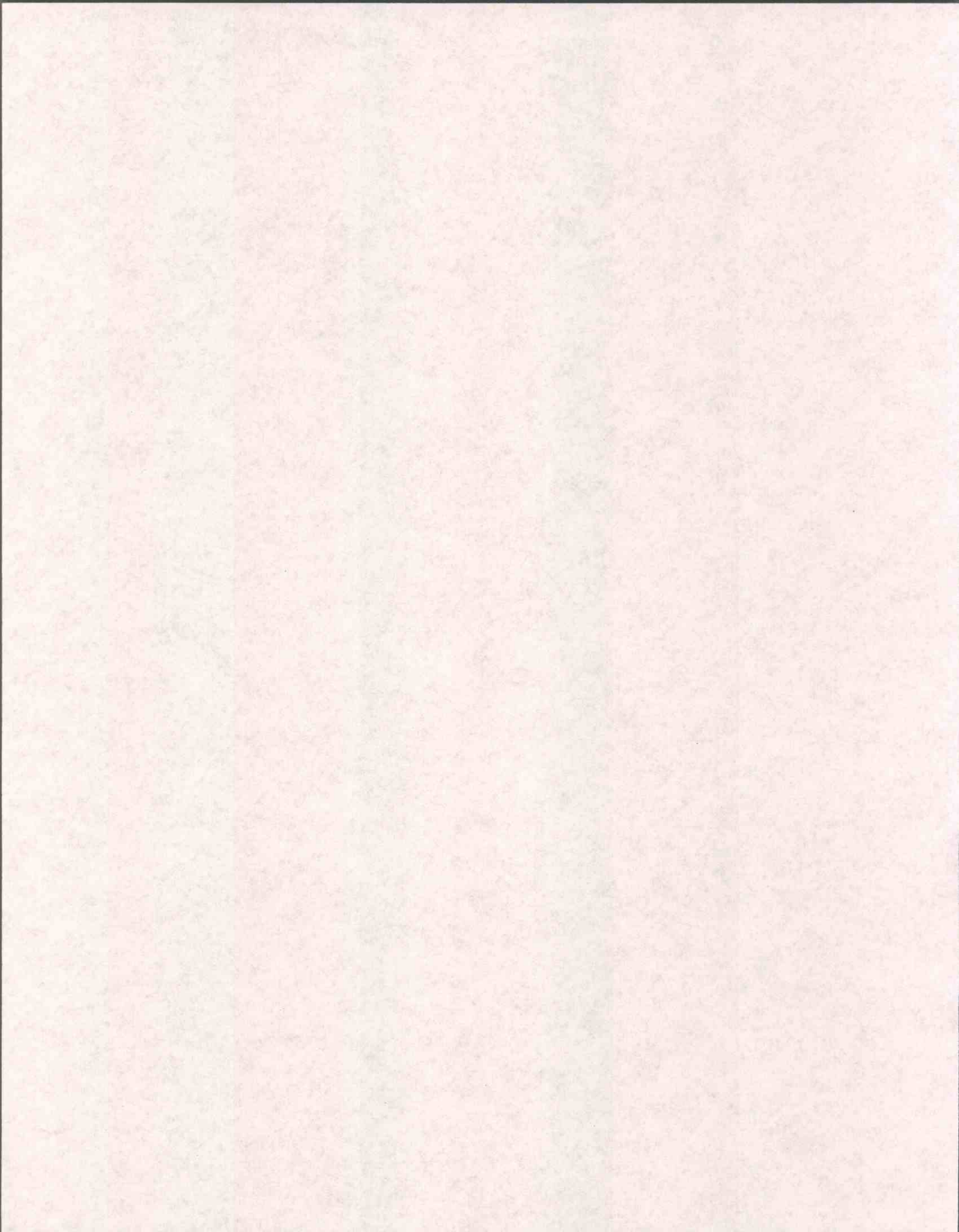
*Patricia Woodard*

Patricia Woodard

Administrative Assistant

DRAFT





**SUMMARY MINUTES**  
**FAMU Presidential Search Committee**  
**Qualifications and Criteria Evaluation Subcommittee Meeting**  
**Executive Search Firms Interviews**  
**October 19, 2012**

Chairwoman Belinda Shannon called the Qualificaitons and Criteria Evaluation Subcommittee meeting to order at 8:45 a.m. She noted that this meeting was not noticed to the public because these types of interviews are exempted from the Open Meetings Laws. "Even so, this meeting is being recorded as we must provide a public record of this meeting." She asked Attorney Fuse-Hall to call the roll.

The Q&C Evaluation Subcommittee members present were Trustee Marjorie Turnbull, Jacqueline, Trustee Belinda Shannon, Mrs. Nellie Woodruff and Mrs. Jacqueline Maxey; Trustee Karl White participated by phone. The chairwoman welcomed Trustee Narayan Persaud who attended the interviews. Other trustees participating in the meeting included Trustee Solomon Badger and Trustee Torey Alston.

Staff Members present included Stephany Fall, Director of Procurement Services, Rosalind Fuse-Hall, Special Assistant to the President and Mrs. Patricia Woodard.

Next, Chairwoman Shannon outlined the format for the interviews that was agreed upon by the committee. She assigned an interview question to each member of the Evaluation Subcommittee which was shared in advanced with the search firms (See Attachment 1). The format for the interviews was the same for each search firm. The search firm presented for 30 minutes, followed by 15 minutes of questions and answers. The search firm was then excused and the subcommittee deliberated. If there was additional information needed, the search firm was asked to rejoin the meeting.

There were four (4) search firms invited for interviews (See Attachment 2).

1. Korn/Ferry International, Washington, DC
2. The Hollins Group, Chicago, IL
3. Greenwood/Asher & Associates, Miramar Beach, FL
4. Storbeck/Pimental & Associates, Monterey Park, CA

Captured below are the questions asked by the committee members with the search firm's responses. The full presentation was taped recorded for file purposes.

INTERVIEW NOTES:

**Korn/Ferry International (via phone)**

Presenters: Ken Kring and Divina Gamble

***Trustee Marjorie Turnbull***

As you know, FAMU is a public institution and subject to the public meetings and public records laws, known as the "Sunshine and Public Records Laws." Please share your national recruitment strategies in light of working within the parameters of this law.

**Search Firm Response:** We believe that this transition requires a national search with unique challenges. Beth Hicks works for our Miami office and understands the Sunshine Laws. It is important to have good communications with the candidates, especially disclosure and transparency. All candidates are applicants; need to be assertive in outreach nationwide and kept out of records until ready to have records exposed. Specific on front end with plan and timetable; initial conversations are clear with firm, board and search committee.

***Trustee Karl White***

Please discuss your assessment of **recent** (within the last two years) candidates (from academia, corporate or other experiences) and the number of college presidential searches your firm has engaged in.

**Search Firm Response:** Korn/Ferry has completed two presidential searches this year. We usually have one or two a year spread across senior level positions. Found leaders from traditional academic locations to corporate and public sector. Not a road map but specific set of competencies; most have been from traditional academic locations. Liberal about where the candidates come from. The timing of a search is middle to late in the academic cycle. Usually launch in October with an accelerated process announcement sometime between March and May. The typical timing involves orderly transition with most searches starting in the summer. It is a false indicator to talk about timing to find the best candidate. The commitment of time is a lot for candidates. The work required can get accomplished.

***Ms. Nellie Woodruff***

Please outline the screening process of applicants and nominees after the preferred submission date expires.

**Search Firm Response:** We would be in regular communication with the chair and throughout the process. The process tends to slow down. A small percentage will come in late in the process. Chair will decide about the late entries; someone whose career path has changed must be given careful consideration.

Have process moving because once they become public then we must have the candidates best interest at heart.

***Chairwoman Belinda Shannon***

Please explain your work with university governing boards to build a common understanding of the search process and final outcome. Please outline how you assess the strengths and challenges of the University to present to potential candidates.

**Search Firm Response:** Great exposure working with boards. Develop partnership with all stakeholders, board members and chair. We ensure that the full board understands the search process. Design the position specification; the fit is the board's process. Recommend first and second on site meetings to firm up the timeline and deliverables. It is a danger to oversell and good pools have candidates that are attracted to an "achievable challenge" and partnership with you.

***Ms. Jacqueline Maxey***

Please explain your pricing structure as proposed in your response. What pricing accommodations will you make if a candidate voluntarily or involuntarily terminates the position within one (1) year and if the search fails to produce a suitable candidate?

**Search Firm Response:** Eighty thousand (\$80,000) for non-profits which is negotiable. Twelve (12%) percent of the fee is for out-of-pocket expenses. Variable for the final compensation; guarantee the work for one year. We've had no failed searches and our reputation is that we do the work until it is completed.

**Evaluation Committee Deliberation Concerns/Questions**

***1. Work with HBCUs?***

**Search Firm Response:** The biggest challenge is engaging prospective candidates. It is important to get the right person at the right time in their career. Many candidates are concerned about the move in their careers which doesn't really get defined. Often look at nontraditional candidates; combination of cultivating interest and not too much time spent down "dead ends." What's appealing is a little counter initiative--news not good, so this could be an opportunity to make a difference.

***2. Where do they get candidates from and what trends are they seeing?***

**Search Firm Response:** Private, public universities, flagship and land grants organizations for president. The biggest differential for the President is the board level involvement and inclusion of the board and stakeholders. Advertising in education media outlets and public and commercial outlets. Nominations are

diverse. Targeted versus a map that's developed with partners; provosts, sitting presidents, other sitting administrators; outside of academia, not targeted to the corporate sector; prospective candidates lead us to people; once we tell your story, will get leads.

### ***3. Do you use written assessment tools?***

**Search Firm Response:** We have the largest database (acquired 7 firms) among our peers. Have over \$1 million worth of assessment tools and can do best in class; have 300 presidents in our database. We have used leadership behavior and leadership thinking. This permits alignment of dialog and is offered as part of the package; however, most educational searches don't take advantage of this.

### **The Hollins Group (in person)**

Presenters: Mr. Lawrence Hollins and Dr. Charles Taylor

### ***Trustee Marjorie Turnbull***

As you know, FAMU is a public institution and subject to the public meetings and public records laws, known as the "Sunshine and Public Records Laws." Please share your national recruitment strategies in light of working within the parameters of this law.

**Search Firm Response:** We abide by the letter and the spirit of the law. The candidates are notified up front that we abide by the open meetings laws.

### ***Trustee Karl White***

Please discuss your assessment of **recent** (within the last two years) candidates (from academia, corporate or other experiences) and the number of college presidential searches your firm has engaged in.

**Search Firm Response:** Our firm searches from A-Z not only in academia; we have information and access from every area, i.e. Military, Corporate, Academia; our experience has been that not corporate entity is driven by profit motives; look at the needs of the institution and what characteristics are needed at this particular time. Focused on needs and type of person needed, and then look at experiences (perhaps leader will need combined experiences); completed about 30 searches in the past five (5) years; one has been FAMU. Capable of performing excellent searches under any circumstances.; first FAMU search was unusual; to recruit 5 Deans before a new president was named. Proceeded with client's request and was able to recruit some good applicants; current assignments; Director of Security and Safety at FAMU; Lincoln Missouri, President (wrapping up); beginning President of Bennett College for Women. There may be concern about doing two (2)

searches that are similar; not same candidate pool (i.e. Bennett-Women's College and not a Land Grant Institution).

**Trustee Turnbull** (Follow-Up): Do you look beyond other HBCU Institutions?

**Search Firm Response:** We are in a group of search networks who help identify applicants from non HBCU experiences.

**Ms. Nellie Woodruff**

Please outline the screening process of applicants and nominees after the preferred submission date expires.

**Search Firm Response:** Pool of variable candidates continues to shrink. HBCUs are not producing candidates as in the past. Like to encompass everyone that should be included in pool. We should not limit one to the same pool of current presidents who moves around. Same process; the institution should have access to the best possible candidate so we do not lock ourselves into a specific date or deadline. Use of assessment tools; we customize the list of requirements as it reflects on what we do for that particular institution. Information is screened for meeting requirements; ensure credentials are real; after we finish internal processing, we meet to discuss the fit for the client; build electronic information for the firm and client; search committee makes decision on who to interview face to face; and select number of candidates to interview. The assessment tools are functions that derived of what is required of client. Does not include general; have written tools; candidates also help develop assessment pool.

**Chairwoman Belinda Shannon**

Please explain your work with university governing boards to build a common understanding of the search process and final outcome. Please outline how you assess the strengths and challenges of the University to present to potential candidates.

**Search Firm Response:** We would draw information from each board member; create a white paper from conversations to gather what the board is looking for. Of all the components of the search, this part is most critical. Process of information gathering from the board can take days depending on board schedules. Work with trustees and candidates and other sources to find out about the institution. We listen to make the search work for the candidate and the University. Our presentation to the candidates would be information that incorporates the passion of the university beyond being a good administrator. How does he/she govern and how they might govern. We gather information from outside the University, reports from federal agencies and go to a second source where there is different information. All this information is captured and shared with the search committee.

***Ms. Jacqueline Maxey***

Please explain your pricing structure as proposed in your response. What pricing accommodations will you make if a candidate voluntarily or involuntarily terminates the position within one (1) year and if the search fails to produce a suitable candidate?

**Search Firm Response:** Pricing structure – based on the compensation of outgoing president and to be competitive with marketplace 33% cash compensation; 7% less because of our history with the institution. Pricing accommodation – has happen before; we come back to work for an additional year for only out of pocket expenses. Failed candidate – our success is not constituent based on filling the position; we would renegotiate with client; last 25% to be paid after candidate has been hired.

**Evaluation Committee Deliberation Concerns/Questions**

***1. Need to know the five Dean Searches that were conducted at FAMU.***

**Search Firm Response:** School of Business & Industry, College of Education, College of Law, College of Pharmacy and Pharmaceutical Sciences, and School of Nursing.

**Greenwood/Asher Associates Inc. (in person)**

Presenters: Dr. Cathy Martin and Ms. Marion Frenche

***Trustee Marjorie Turnbull***

As you know, FAMU is a public institution and subject to the public meetings and public records laws, known as the “Sunshine and Public Records Laws.” Please share your national recruitment strategies in light of working within the parameters of this law.

**Search Firm Response:** Company founded in Destin, FL so very familiar with public records law. Core values are communication, accessibility, and transparency. Currently working with University of Florida (UF) Presidential Search (brought President Bernie Machen to UF), Florida International University, and Florida Memorial University. Understand value of transparency and provide communication tools. Use proactive strategy; look at relationship as partnerships. Candidacy pools are developed from diverse groups; clients have come from non traditional markets.

***Trustee Karl White***

Please discuss your assessment of **recent** (within the last two years) candidates (from academia, corporate or other experiences) and the number of college presidential searches your firm has engaged in.

**Search Firm Response:** Completed 63 president searches; 25 in the last two (2) years; currently engaged in eight (8) now, of which three (3) are in Florida. We have a sitting president's pool; also recruit in multiple areas. Because of the "graying" of presidents, there is a larger pool of rising stars being developed. There is more time for the changing mode of presidencies. Set schedule to conclude in 3-6 month period for presidential searches. Equity and inclusion is important in the search process. Our firm has extensive HBCU experience – currently recruiting for the Presidency at Tennessee State University, Cheyney State University, and the University of Arkansas at Pine Bluff.

***Ms. Nellie Woodruff***

Please outline the screening process of applicants and nominees after the preferred submission date expires.

**Search Firm Response:** Move from deadline to best consideration date to consider best possible candidate; submission date, not deadline; committee to provide information value partnership with search committee and take directions from committee. Assessment tools used: questionnaire for prospect (expand on background and experience to provide more depth to learn more personal information about the candidate). Technology is used for screening, not only telephone interview but use "skype" to get the job done.

***Chairwoman Belinda Shannon***

Please explain your work with university governing boards to build a common understanding of the search process and final outcome. Please outline how you assess the strengths and challenges of the University to present to potential candidates.

**Search Firm Response:** Have experience working with boards (i.e. subcommittees); value the relationship. Good strategic plan and website already in place. Planning and listening phase is very important. Orient the board to the search process. Also, leadership transition process is a continuously developing relationship for 1-2 years.

- Shannon: What have you learned so far working with the UF search?
- Frenche: Learned that communication is key and timeliness. You have this already in place with subcommittees.

We will learn a lot about FAMU. As we present the positives; we would assess the environment and have opportunities to present the challenges in a positive manner. FAMU has a long legacy of social responsibility and we would leverage that legacy. FAMU also has a long list of accountability that we can build on.



***Ms. Jacqueline Maxey***

Please explain your pricing structure as proposed in your response. What pricing accommodations will you make if a candidate voluntarily or involuntarily terminates the position within one (1) year and if the search fails to produce a suitable candidate?

**Search Firm Response:** Pricing Structure – 1/3 of base compensation; \$85,000 for search; indirect expenses for travel, copying; guarantee our work. We don't have fail searches; keep recruiting, cost conscious --use technology to save money when possible; indirect costs 10-12% is negotiable with client.

**Evaluation Committee Deliberation Concerns/Questions**

1. With so many searches underway, how do you manage them all?

**Search Firm Response:** We don't pass searches around. There are at least two of us working on the same search, so we take it from start to finish.

2. Challenges conducting searches in HBCU?

**Search Firm Response:** HBCU market is talented; lot of openings; president and provost have not moved on; retiring in the positions. Economy, and relocations challenges are not unique to HBCUs, trend is across the country; entire sector is experiencing these challenges.

3. How did you go about recruiting non-traditional candidates?

**Search Firm Response:** We had 124 non-traditional nominations from a previous search; we also make calls to build the pool.

**Storbeck/Pimentel Presenters (via phone)**

**Presenters: Alberto Pimentel and Will Gates**

***Trustee Marjorie Turnbull***

As you know, FAMU is a public institution and subject to the public meetings and public records laws, known as the "Sunshine and Public Records Laws." Please share your national recruitment strategies in light of working within the parameters of this law.

**Search Firm Response:** Will look "in and out" of the academic; goal to get best candidates; brings experience working with Sunshine Law; recent Nebraska State College (entire list revealed), University of North Texas (finalist reveal); honesty and viability; "Sunshine Law challenges to recruit setting presidents. To understand that you satisfy the letter and spirit of the law, must build candidates list; identify who and when to make public; have involvement of search committee; best candidate will not be ones that apply; but those currently working

in those roles; must recruit; focus on not excluding anyone because of nature of process; and process needs to move swiftly to prevent losing candidates.

***Trustee Karl White***

Please discuss your assessment of **recent** (within the last two years) candidates (from academia, corporate or other experiences) and the number of college presidential searches your firm has engaged in.

**Search Firm Response:** Recent searches – 24 Presidential searches for 2012; many in public, 5 or 6 private in CA, IN, MN and NM; 2011 -17; 2010-12; not done any recent searches (past 3 years) in Florida (Florida Memorial University was most recent). Aware of influx in HBCUs; fiercely competitive; aware of challenges and controversy that has befallen FAMU. Not intimidated by challenges; seen more non-traditional candidates; seen it work when one has emotionally connection to institution, i.e. John Thompson, CEO of Symantec, and Bernard Kinsey, former Vice President of Xerox and John Pepper, former CEO Proctor & Gamble.

- a. Most successful candidates have some type of ties to the institution;
- b. Size and class of institution;
- c. Will Gates is not currently leading any presidential searches now and could solely devote time and begin now;
- d. Timing of search process – usually takes about 4 months because of the upcoming holidays; would develop a deliverable calendar if selected. Getting off to a late start; usually start August/September; we would be wrapping up along with those who started a few months ago. Timing could work in your advantage.

***Ms. Nellie Woodruff***

Please outline the screening process of applicants and nominees after the preferred submission date expires.

**Search Firm Response:** Screening process begins early; research to establish targets; higher education is vast, wide and deep; research guides who we target. Informal references; background checks; Nexis and Google searches; will maintain secure web portal on all candidates. Assessment tools are usually developed in conjunction with the client.

***Chairwoman Belinda Shannon***

Please explain your work with university governing boards to build a common understanding of the search process and final outcome. Please outline how you assess the strengths and challenges of the University to present to potential candidates.

**Search Firm Response:** Variety of experiences with boards small (5) larger (20 or more); public at state level; leading, managing and tough. We are accustomed to managing boards. Described best as a partnership; will help board understand changes in higher education. What are we doing, how are we doing and why? The board communicates their goals with the search firm and would lead us through this process. The board will help us tactfully and strategically to get a hesitate candidate into the fold. We view the challenges and it is important to figure out how this will play out to deliver accurate and complete level of optimism; search firm needs to be diverse to frame messages. Opportunities have already begun to pitch from information. Refine university goals; increase graduation rates; types of student recruiting; negative can be turned into opportunities. Alumni can help.

***Ms. Jacqueline Maxey***

Please explain your pricing structure as proposed in your response. What pricing accommodations will you make if a candidate voluntarily or involuntarily terminates the position within one (1) year and if the search fails to produce a suitable candidate?

**Search Firm Response:**

Price Structure – minimum \$55,000 (1/3 of president's salary); not include moving expenses; recommend a cap \$75,000 (negotiable) professional fee, engagement support fee 12% of professional fee; other expenses. If the candidate left within a year, then re-do search; engagement supports 15% of fee; no additional fee less than \$10,000. Failed search – not happy with pool; continue until search is complete; firm has never had an incomplete search.

**Evaluation Committee Deliberation Concerns/Questions**

- None for Storbeck/Pimentel & Associates

After the final search firm presentation, the evaluation committee went in deliberations. Chairwoman Shannon asked if any of the firms could be eliminated. There being no response, Chairwoman Shannon asked for a discussion on each firm.

Storbeck/Pimentel was eliminated due to their lack of experience with Florida Sunshine Laws, lack of experience working with Boards, did not research FAMU, nor had an improvement approach to market FAMU to applicants; general approach “glass half empty as oppose to glass half full.”

**Evaluation of Remaining Firms**

- Trustee White

1. Korn/Ferry – most impressed with their global firm experience.
  2. Greenwood/Asher-presentation was very good; can handle us well; but, needs the skills that Korn/Ferry brings to bear for a global firm.
- Mrs. Woodruff
    1. Greenwood/Asher – extensive experience in presidential searches in Florida and would have more people working on searches; could meet our targeted deadline.
    2. The Hollins Group – FAMU and state of FL; diversity of searches.
  - Trustee Turnbull
    1. Korn/Ferry – National firm; broad base of candidates; clear understanding of working with boards and consensus to bring right candidates to search.
    2. Greenwood/Asher – clear understanding of FAMU past and current; high level of energy; bring concerted effort to table; want business
    3. The Hollins Group – strength, past successes, limited pool
  - Mrs. Maxey
    1. Korn/Ferry – most experience with non-traditional as well as traditional candidates.
    2. Greenwood/Asher – like closeness
  - Chairwoman Shannon
    1. Korn/Ferry-strong national and international firm; broad base and the like; sophisticated work about candidates; good client base. Presenter was very knowledgeable; company would be at-arms-length.
    2. Greenwood/Asher –unique experience; boutique firm; penetrated HBCU market successfully; comfort and knowledge of “Sunshine Laws”; impressed by the homework they did on us before presentation (i.e. knew we had a website); liked their market; knew that the HBCU market is aging; boarder search; only firm that mentioned anything about assisting with transition of leader; thought that was important with what we need.
    3. The Hollins Group – lack what we need to provide cutting edge needs
  - Trustee Persaud
    1. Storbeck/Pimentel – concern with location
    2. Hollins Group – don’t bring what we need at this time

3. Greenwood/Asher - first choice – relationship does not end with appointment; presenters very alert to our happenings did not underplay or overplay.
  4. Korn/Ferry – did not feel the level of intimacy to get our goal accomplished.
- Trustee Alston
    1. In and out on most of presentations; will trust the committee's judgment.
  - Chairman Badger
    1. Agree with others on top two; Greenwood/Asher and Korn/Ferry.

Trustee White asked Chairwoman Shannon about her experience with using assessment tools. She stated that they are used to establish a broad candidate profile. Then it is used to gauge successful leadership behaviors; what is requested by the board; stakeholders, needs of university; written assessments have database; questions to ask and measure candidate's attributes of success; criteria required. Don't build a negative impact of people; seen more in corporate America, not so much in academia. We would need to get input from the selected search firm on the use of assessment tools.

Chairwoman Shannon asked for a discussion on the top two firms, Korn/Ferry International and Greenwood/Asher & Associates Incorporated. There were concerns about the Senior Partner with Korn/Ferry International not being available for the presentation that was originally scheduled to present. The fee structure for both firms is about the same. Greenwood/Asher & Associates has an impressive assessment of the HBCU market and they offer services after the person is on board.

**Trustee Turnbull moved that they recommend the Board of Trustees negotiate with Greenwood/Asher & Associates, Incorporated and ask staff to come back with their "best and final" offer. Trustee White seconded the motion and it carried.**

Chairwoman Shannon stated that as a subcommittee, we just moved to pursue Greenwood/Asher & Associates, Incorporated. Should we need to go to a second firm, then we will negotiate with Korn/Ferry International. Our next steps are to outline what we have done so far and determine who handles travel for candidates (recommend search firm handle).

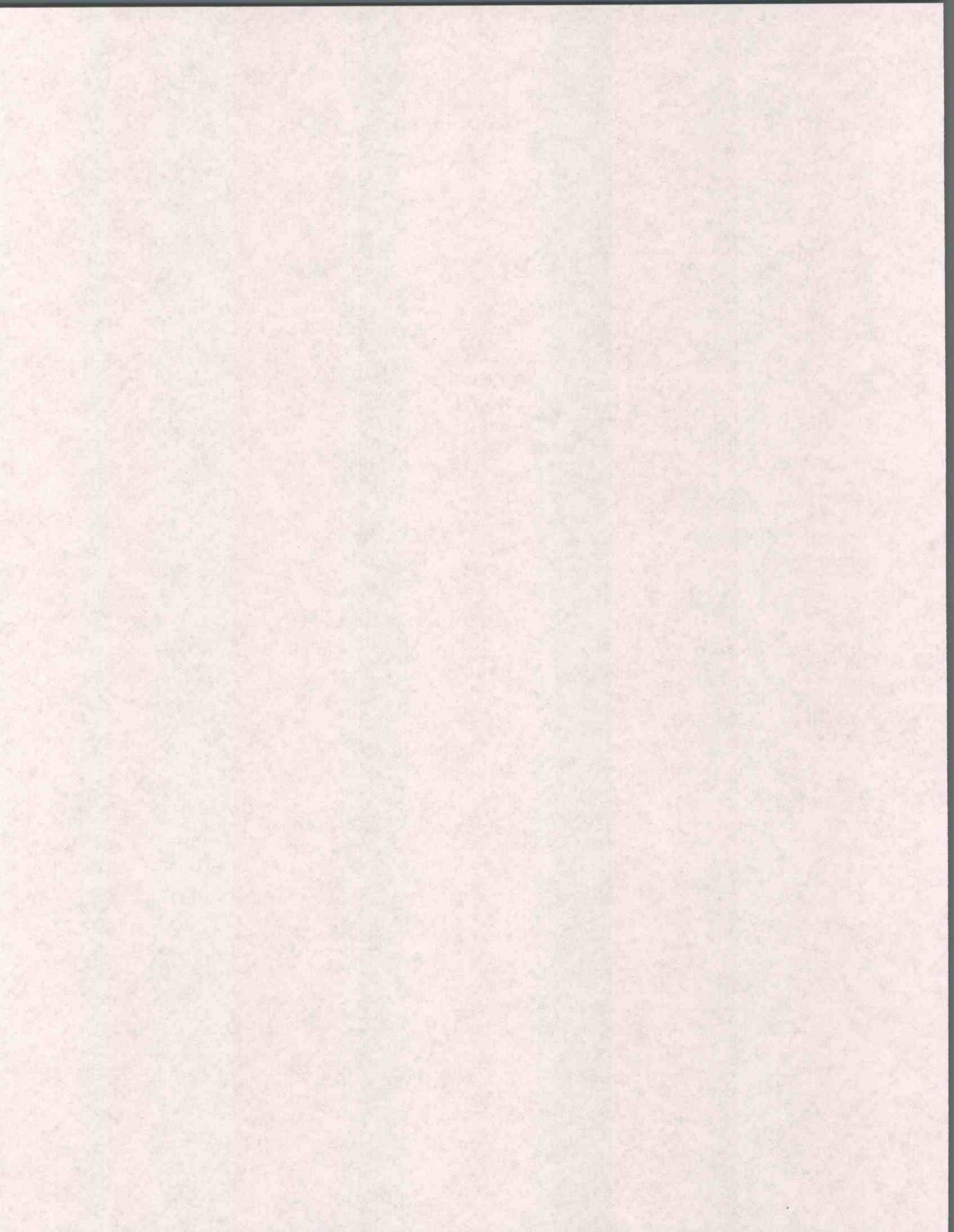
There being no further business, the meeting adjourned at 3:00pm.

Respectfully Submitted,

*Patricia Woodard*

Patricia Woodard

Administrative Assistant



**SUMMARY MINUTES**  
**FAMU Presidential Search Committee**  
**Qualifications and Criteria Evaluations Subcommittee Meeting**  
**Teleconference Call**  
**October 26, 2012**

Chairwoman Belinda Reed Shannon convened the subcommittee at 1:40 p.m. via telephone conference call. Subcommittee members present were: Trustee Belinda Shannon, Trustee Marjorie Turnbull, and Trustee Karl White. A quorum was established.

Also present were the staff members who were asked to participate in the evaluation process, Ms. Nellie Woodruff, Assistant Vice President for Human Resources, and Ms. Jacqueline Maxey, Interim Assistant Vice President of Auxiliary Services, and Ms. Stephany Fall, Director of Procurement Services. Other staff present was Atty. Rosalind Fuse-Hall, Special Assistant to the President, Attorney Shira Thomas and Mrs. Patricia Woodard.

Chairwoman Shannon stated that the meeting was a follow-up to the October 19<sup>th</sup> meeting, where we selected a search firm. Today, we will review the best and final offer from the recommended firm Greenwood/Asher & Associates, Inc.” Ms. Stephanie Fall summarized what “Best and Final Offer” means. Ms. Fall stated that based on the criteria submitted in the Invitation To Negotiate (ITN) and the respondents’ presentations, the subcommittee asked the search firm to present their “Best and Final Offer,” including the fee structure. The firm’s response was provided to the committee members for discussion.

Dr. Betty Asher and Ms. Marion Frenche joined the call and confirmed the terms of their offer. Dr. Asher stated that Greenwood/Asher & Associates, Inc. appreciated the opportunity to submit their offer. She confirmed that the “best and final offer” is \$78,000, which includes indirect charges. Chairwoman Shannon asked if the \$78,000 fee included expenses that are outlined in Tab 3 of the proposal (See Attachment 1). Dr. Asher confirmed that expenses are not included in the \$78,000 fee.

The committee had several questions of Greenwood/Asher & Associates, Inc. regarding their service.

**Trustee Turnbull:** In tab 3, would we ask the search firm to conduct campus forums since we have already done so?



**Dr. Asher:** No, however, we would be available to participate in additional forums going forward.

**Ms. Woodruff:** Could you expound upon the statement in your best and final offer letter which references the guarantee of your work (Attachment 2)?

**Dr. Asher:** Although we have never had a failed search, we do recognize that it is possible to miss something during the background/reference check. Greenwood/Asher & Associates, Inc. would conduct a replacement search and only charge the client expenses associated with the replacement search.

**Trustee White:** Is there a comprehensive process for the use of the data collected from our online survey we currently have underway?

**Ms. Frenche:** Yes, we can use the survey results to incorporate in the job description and assist with developing the position announcement.

**Chairwoman Shannon:** At the conclusion of contract negotiations, how quickly would you be available?

**Dr. Asher:** Immediately.

There being no further questions, Chairwoman Shannon thanked Dr. Asher and Ms. Frenche for taking the time to speak with the subcommittee.

Chairwoman Shannon provided the subcommittee with a few disclosures about Greenwood/Asher & Associates before moving forward.

- Their fee is lower than the price for FAMU's last Presidential Search (\$80,000) which was in 2006.
- Although this firm is conducting the presidential search at Tennessee State University, that search is in its final stages and will probably conclude within the next few weeks.
- The University of Arkansas at Pine Bluff is another HBCU; however, it is in the beginning stages of its search. Although a land grant University also, it's much smaller and therefore, not likely to attract the same candidate pool as the FAM search.
- Also, the firm is conducting the search at University of Florida which is a Research, extensive University and we are a doctoral university; therefore, unlikely to attract similar candidates.

There were some concerns regarding the disclosures among the subcommittee that Greenwood/Asher & Associates were asked to address. They were reconnected to the call and provided the following responses to the questions by the subcommittee.

**Disclosure questions for Greenwood/Asher & Associates, Inc.:**

**Trustee White:** Area of concern in the Tennessee State University search; what happens if they are not happy with the finalist? How would you manage two similar searches if you have to start over?

**Dr. Asher:** Tennessee State University has a large search committee that is very comfortable with the four finalists and certain they will select a candidate of choice. The Chancellor will make a fast decision after the interviews are conducted. If the worse was to happen, we would not start over. Since their pool was very good, my thoughts would be that they would go back into the developed pool. However, it will be up to their committee to make that decision.

**Chairwoman Shannon:** Have you had similar multiple searches? How did you avoid conflict?

**Dr. Asher:** It is common for candidates to be in multiple searches. Because candidates come through many venues, we do not always know when that happens. As a client, we would be able to inform you if a candidate is in other searches. It all comes down to match. That's why it is so important to market the institution in a positive way.

**Chairwoman Shannon:** What type of transition services do you provide?

**Dr. Asher:** Before a candidate receives an offer, we will provide a compensation form, to include salary and address any partner issues to include educational needs for children. The search firm can make the offer if the client wants. In terms of transition, the search firm will provide to the Board 20-30 items that the outgoing needs to do and what the incoming needs to look at in the institution. After on board, we offer a Leadership Development Program (executive coaching). It is an optional 12 month elaborate process at an additional fee.

There being no further questions or discussion regarding the services provided by Greenwood/Asher & Associates, Inc., the representatives were disconnected from the call.

**Trustee White made a motion to recommend to the Presidential Search Committee that Greenwood/Asher & Associates, Inc. serves as the Executive Search Firm for the Presidential Search. Trustee Turnbull seconded the motion and it carried.**

Next, the committee discussed when to post the intent to award and how quickly a contract could be executed with the search firm. It was agreed that the committee would make this motion to the full board for ratification on November 1. If approved, the intent to award would be posted on November 1. Attorney Shira Thomas stated that we must wait the 72 hours protest period before we begin contract negotiations with the selected search firm. Once the protest period expires and assuming there are no protests, a contract could be ready within a week. Attorney Thomas noted that a draft contract using components from our standard contract had been written. "We will address the failed search concern and include the transition clause," Attorney Thomas noted.

Chairwoman Shannon expressed concern regarding the cancellation of the December 6, 2012, Board of Trustees meeting. She asked if the full board should meet with the search firm before the next scheduled board meeting in February 2013. Trustee White stated that the Presidential Search Committee would continue their work in order to stay on task with the proposed timeline. "We will await Chairman Badger's response on scheduling a meeting before February 2013."

As Chair of the Presidential Search Committee, Trustee White reminded the subcommittee of their extended responsibility now that a search firm was selected. He stated that the Qualifications and Criteria Subcommittee will:

- Work with the Executive Search Firm to develop the leadership statement and job description from the documents collected from the board and the stakeholder forums.
- Work closely with the Marketing and Communications Subcommittee to hand off the survey and forum data collected through December 6, 2012.
- Review any information from the search firm.

Trustee Turnbull commended Chairwoman Shannon and the staff on a successful process thus far. Chairwoman Shannon extended special thanks to the evaluation subcommittee for their service, involvement, questions, experience and advice in this process. She also thanked the staff for their support. Trustee White echoed this appreciation to the staff.

There being no further business, the meeting adjourned at 2:53 p.m.

Respectfully Submitted,

*Patricia Woodard*

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Administrative Assistant