

## CHANCELLOR SEARCH PROCESS AND ADVISORY SEARCH COMMITTEE QUESTIONS & ANSWERS

### Questions About the Search Process Have Included:

#### 1. WHY IS THIS A “CONFIDENTIAL SEARCH” AND DOESN’T THAT MEAN THAT THERE WILL NOT BE TRANSPARENCY FOR FACULTY AND STAFF?

(A) **Texas law allows the confidentiality necessary** for candidates to explore the job of chief executive officer without fear of jeopardy or retribution in their current employment, and to balance the public’s right to know. This balance is provided by ensuring guidelines that allow confidentiality while screening and interviewing **candidates**, but ensuring public notification when naming **finalists** or a **sole finalist**.

(B) **Transparency in the initial stages of the search** includes sharing the search process, the search calendar, the membership of the Advisory Search Committee, the position posting, and other general updates which are posted on the **Chancellor Search** link, **alamo.edu** home page. Please note that the items specified above have been posted since late November, 2017.

(C) **Transparency in the later stages of the process** occurs at the time the Board of Trustees announces a Sole Finalist for the position. At that time the person’s name and application materials will be announced and posted on the *Chancellor Search* link and there will be “Meet and Greet” Sessions scheduled across the colleges and with external constituency groups.

(D) **Representatives** of the faculty/staff and business/community leaders are on the Advisory Search Committee to assist in reviewing the pool, interviewing, and making recommendations to the Board of Trustees.

(E) **Other general information updates will be provided periodically during the search.** For example, at the end of this document you will notice information about the first meeting of the Advisory Search Committee, which occurred January 19.

#### 2. WHAT CAN WE KNOW ABOUT THE WORK OF THE ADVISORY SEARCH COMMITTEE?

(A) The ASC Committee membership and calendar of meetings are posted on the *Chancellor Search* link on the alamo.edu home page.

(B) See 1D above.

**3. WHY DOES THE BOARD INTEND TO ANNOUNCE A “SOLE FINALIST” RATHER THAN FINALISTS? SHOULDN’T FACULTY GET TO SEE TWO OR MORE FINALISTS AND GIVE THEIR FEEDBACK ON THEM?**

(A) The Board is optimistic that of those it interviews, one individual by consensus will “rise to the top.” Given that scenario, the Board prefers to protect the anonymity (as allowed by law) of candidates who were interviewed but who will not be hired and who could experience possible retribution in their current employment.

(B) **The search process includes faculty and staff input**, through their faculty/staff representatives, and intends for that to occur through the Advisory Search Committee and Focus Sessions (see below).

(C) **Additional feedback from employees was heard by the search consultant who held four focus sessions with** (1) elected faculty Senate officers, (2) elected staff organization officers, (3) administrative leadership from the colleges, (4) as well as the District Office. Refer to Question 4 for an overview of the feedback he received.

(D) **A fact of every search is that some will not like process or membership composition of an Advisory Search Committee.** That is why most searches and internal committees/councils name representatives, just as they do in any shared governance model. It requires a degree of trust in one’s colleagues and the good will of all. These members are noted on the *Chancellor Search* link. The Board appointed a diverse committee consisting of 50% faculty/staff and 50% external business and community leaders.

(E) **The publicly elected Board of Trustees represent the voters and tax payers within the ACD Service Area.** As noted in Texas Education Code, accreditation guidelines, and ACD policy it is Trustees who are responsible for making the hiring decision and for evaluating the Chancellor. They do not hire in a vacuum, but consider the input of both internal and external constituencies represented on the Advisory Search Committee.

**4. WHAT WAS THE GENERAL FEEDBACK FROM THE FOCUS SESSIONS THE SEARCH CONSULTANT HELD?**

(A) The search consultant was impressed with the professionalism of the faculty, staff, and administrators and was pleasantly surprised that the input from all four groups of employees was very similar. That portends well for the ability of ACD employees, whether on the colleges or at district, to work together to significantly enhance student success and

equity metrics by working cooperatively together to build student-success-focused systems and processes for all college operations.

(B) While it is not possible to restate every comment from the four hours of sessions, it is easy to summarize the points that were most frequently made. In general, employees feel that there have been too many initiatives occurring simultaneously; that those have been too “top down”; that faculty and staff want and need more data and more dialog about student success and closing equity gaps; and that they want to feel respected and trusted to do what is right and best for students. There were other frequently cited comments about the hope that shared governance and other systems can be enhanced to facilitate deeper and more **intentional change**. Several suggested there is a need to develop general principles to assist in deciding when an initiative or innovation should be adopted district wide. Many said they hope to see more frequent communication and collaboration; and that they want to see a strong working relationship between the Board and the Chancellor as equals.

In addition many people noted that they appreciate the hard work and commitment of Chancellor Leslie and the Board of Trustees, and are glad to see the focus on student success and metrics to guide change. It was clear to the consultant that everyone feels a deep commitment to their role in the institution.

(C) This feedback has been shared by the consultant with the Advisory Search Committee at its first meeting on January 19, and with the Board of Trustees at their January 23 Executive Session.

(D) The feedback was also shared by the search consultant with applicants who meet the position profile for Chancellor. Since it mirrored feedback gained from previous searches, the consultant also shared it in the search for Vice Chancellor for Academic Success.

(E) Finally, the perspective of the search consultant is that significant change is difficult to manage and, by its nature, creates stresses within an organization. Alamo Colleges District is involved in a major transformation intended to use research and best practices to significantly “move the needle” on student success metrics – particularly in the areas of retention, persistence, completion, movement into either four-year transfer or the workforce (in high-demand and good paying jobs) and narrowing equity gaps in student achievement.

The Board of Trustees and Chancellor Leslie made a very hard decision, but the right one, to say that Alamo Colleges District must take this journey to better serve students, the workforce sector, and the community at large. Other colleges across Texas and the U.S. are doing the same thing. Perspective is a good thing as well. ACD is a significantly improved institution when one looks back to conditions that existed a dozen years ago and the

Chancellor and Board deserve credit for committing to making the district better than it was, and for launching it's next challenge of becoming a national model for student success.

The next Chancellor does not have to make that difficult decision, but as noted in the Position Profile (on the web) is expected to continue the momentum in that direction and to focus more keenly on the engagement of faculty and staff so that even more are committed to the difficult work it involves. This will require sincere collaboration, much dialog, and ensuring that faculty and staff have the data needed to assess the teaching and learning environment more deeply and with the intent and commitment to creating solutions that better serve students. It will require the good will of everyone as a new Chancellor assumes office.

### **Questions About the Advisory Search Committee (ASC) have included:**

#### **5. WHY ISN'T THERE A REPRESENTATIVE FROM NORTHWEST VISTA COLLEGE ON THE ADVISORY SEARCH COMMITTEE?**

This was an oversight; in appointing members it was assumed that every college had either a staff or faculty representative but that was not the case. We regret not noting it earlier and apologize for the error. The Super Senate President, elected by the colleges' Senate Presidents, is on the ASC and can reasonably be expected to understand faculty concerns across the district, including Northwest Vista. Because the ASC has had it's first meeting and, this week, it's second one, an additional appointment will not be made.

#### **6. SINCE ACD IS A HIGHER EDUCATION INSTITUTION, SHOULDN'T THERE BE FACULTY FROM EACH COLLEGE ON THE ADVISORY SEARCH COMMITTEE AND SHOULDN'T THEY HAVE THE PRIMARY ROLE IN SELECTING THE CHANCELLOR?**

(A) Please note responses 3B, 3C, 3D, 3E, and 5. There is involvement of faculty (and staff) in the search process, as well as an equal number of community and business leaders. The number of faculty/staff and business/community leaders is reasonable. As mentioned earlier, faculty and staff representatives are valued and their input is considered in the process; as noted earlier, a degree of trust in one's colleagues is helpful.

(B) It is worth pointing out as well that the Chancellor's role has far wider responsibilities than a singular focus, and includes an intense external focus on community and business sectors within the 8-county Service Area, with state and national organizations dedicated to advancing the community college, with elected leaders, with strategic planning and assessment of all functions of the district, and closely working with an elected governing board. This helps to explain why the ASC membership is 50% community and business

leaders, and why there is a Vice Chancellor of Academic Success to focus directly on the teaching and learning environment.

**NOTE THAT PERIODIC UPDATES ON THE PROGRESS OF THE SEARCH FOLLOW THE QUESTIONS/RESPONSES – CHECK THE WEB FOR FUTURE UPDATES**

**ADVISORY SEARCH COMMITTEE UPDATE AS OF 1-26-18**

JANUARY 19, 2018 MEETING

Board Chair KATZ welcomed the group and opened the meeting. She introduced the Search Consultant, Dr. Stephen Kinslow, and noted that he would serve as Chair of the Committee rather than she or another Trustee.

Dr. Kinslow indicated that the three trustees are on the committee as a “bridge” to the second phase of the search, which occurs after the ASC has reviewed the applicant pool, interviewed candidates, and made its recommendations to the Board. He also mentioned that individuals should feel free to be open and candid throughout the process, and that the three trustees will not take a primary role in the work of the ASC but, again, are there for continuity when the full Board hears recommendations and begins its review of candidates.

He discussed the legal basis for confidential searches and the transparency allowed while considering candidates, and the transparency required once the Board decides on a Sole Finalist. This is to ensure the best pool possible. He reminded committee members that information is already posted on the *Chancellor Search* web link on the home page of alamo.edu. (and has been since late November) and that this is the appropriate place to refer questions about the search.

Dr Kinslow gave an overview of the process and calendar; the impetus of the student success movement; and the desired characteristics and experience as noted in the position profile. This was done via a PowerPoint presentation that is also posted on the *Chancellor Search* link. He then asked the committee members to introduce themselves to the group and for community and business leaders to share their interest in ACD.

In addition, he gave an overview of the feedback from the four Focus Sessions. This summary is posted in the response to number 4 in the above update.

In his discussion, Dr. Kinslow shared that the Board of Trustees recognizes that a change in CEO leadership always produces some anxiety and some hopes within an institution. This

is especially true when significant organizational changes have already occurred, such as the decision that Alamo Colleges District would become one of the 30 national Pathways Colleges.

He noted that this was a decision of momentous importance, and that it was a brave one by the Board and Trustee Leslie. The data are clear that, across America, the promise of higher education has not been fully realized and that far too many students are not retained, do not persist from semester to semester, and do not achieve the goal that brought them to the institution. It's also clear that narrowing the equity gaps between student groups is not occurring sufficiently. There is growing research that also points the way toward practices in the teaching and learning environment that can "scale" student success, and get more students prepared for transfer or into good, well-paying jobs needed in the local economy. While many faculty and staff are very excited about this, others are not yet fully convinced or engaged.

Following general Q and A, committee members signed a Confidentiality Agreement which is a requirement before being given access to the applicant materials.

Dr. Kinslow gave an overview of the Applicant Pool, including that the total number of applicants is slightly higher than the number Lone Star Colleges had in its Chancellor search and slightly lower than the number in the Tarrant County Colleges Chancellor search (both of which he worked on with the Boards of Trustees). He discussed that there were 35 individuals from across the country who actively considered applying, but ultimately 24 formally submitted application materials. He indicated there are several strong candidates in the pool.

The ASC members were then told they will be able to look at every candidate's materials beginning the morning of January 20 and will have access to the materials until 5:00 p.m. January 25<sup>th</sup>, which is the second meeting of the ASC. He explained that he has flagged the candidates as follows: gray flags (11 individuals) mean the applicants in that group do not meet the posted requirements for the job; light blue flags (6 individuals) mean the applicants in that group meet the requirements but in the assessment of the consultant others are stronger candidates; and dark blue flags (6 individuals) are strong candidates with experience and skill sets that most align with the position posting. Dr. Kinslow stressed that ASC members are welcome to look at all the materials for all the candidates, and that the entire pool will be discussed at the second meeting on January 25.

Linda Boyer-Owens, Associate Vice Chancellor, then explained how to gain access to the materials, and gave her phone number should anyone have problems getting into the Alamo Talent system over the weekend.

Linda also explained that at the next meeting the ASC members will have copies of the applicant materials for the dark blue and light blue flagged candidates in their notebooks

since access to the Alamo Talent will terminate January 25, and that committee members will be able to make notes on the printed copies. Dr. Kinslow reminded all of the confidentiality of candidate names and background information, and stated that at the January 25 meeting the group will be asked if there are any candidates in the pool (from any of the three categories) that anyone wants to discuss, and that we will then focus on the strongest candidates and determine those to be invited to interviews.

He will provide profiles of the strongest candidates and share information from his conversations with them and other individuals, as well as other information from the background reviews. The ASC will then discuss and come to consensus on which candidate it wants to interview.

Members were then reminded of the next meeting date and the meeting was closed.

### **ADVISORY COMMITTEE UPDATE, AS OF 1-30-18**

This future update will focus on the activities of the second meeting of the Advisory Search Committee.

## **About the Search Consultant**

Dr. Stephen B. Kinslow enjoyed a thirty-nine (39) year career in community colleges. Thirty-four (34) of those years were at the Austin Community College District (ACC), where he retired in 2011 after serving six (6) years as President/CEO. Prior to ACC he worked for the Dallas County Community College District's El Centro College in Business Services and as Director of Financial Aid.

Before his CEO appointment at ACC, Dr. Kinslow served in a wide variety of roles which included oversight of all functions of the institution. His titles included College Assistant and Associate Dean; Campus Dean; Provost; Executive Vice President of College Operations, Student Affairs and School Relations; Executive Vice President for Academic, Student, and Campus Affairs; Interim President twice; and President/CEO.

He also taught for many years as an adjunct instructor in English and Human Development, and as a Visiting Scholar at UT Austin's Community College Leadership Program in Higher Education.

*The Austin American-Statesman* praised Dr. Kinslow's transformational leadership of ACC in a June 2011 editorial. Accomplishments cited included expansion of the College's taxing authority, land acquisitions including Highland Mall, construction of new campuses, Board of Trustees training, strategic planning, improved faculty/staff morale, and enhanced community and business relationships.

The Association of Community College Trustees (ACCT) presented Dr. Kinslow its Western Region Chief Executive Officer Award in 2011. Other recognitions include Texas Senate Resolution No. 85, Distinguished Graduate of the UT Austin College of Education, Phi Theta Kappa CEO Hall of Honor Award, NISOD International Leadership Award, and Pillar of the Community Award from the Capital Area Workforce Board.

Dr. Kinslow served on a wide variety of community and business organizations' boards, state and national organizations, and was a frequent presenter at state and national associations.

Academic credentials include a doctorate from the University of Texas at Austin, a Master of Liberal Arts Degree from Southern Methodist University, and a B.A. from the University of Texas at Arlington.

In retirement, Dr. Kinslow has continued in a variety of community-based activities, travels widely, and conducts two-three community college executive searches per year for Gold Hill Associates.