



WILLIAM & MARY

CHARTERED 1693

BOARD OF VISITORS RETREAT

Presidential Search Update

July 13, 2017

Presidential Search Update

- Best Practices review
- Overall search design
- Listening/Communications update
- Selection of search firm: Witt/Kieffer
- Timeline going forward

Background work on Presidential Search “Best Practices” 2015-16

- Confidential process (at candidate stage) preceded by robust listening phase
- Smaller search committee (14-16 ideal) with majority being BOV members
- Retain search consultant but also undertake Search Committee-driven outreach to identify attractive candidates

Goal of this committee:

- Identify and present to the Board of Visitors a very small number (1-3) of highly qualified, attractive candidates, any of whom could be the 28th President of William and Mary

To accomplish this, we must:

1. Develop a clear position description/case statement/presidential prospectus.
2. Build a strong, diverse candidate pool.
3. Narrow the candidate pool to the most attractive and present to the Board of Visitors.

Phase 1

Develop the position description

- End Product: Clear statement of attributes and skills that we seek in presidential candidates
- Key Activities
 - Constituency listening sessions
 - Review position descriptions from other university searches
 - Advice from search consultant
- **Time Frame: April - August, 2017**

Phase 2

Build Candidate Pool

- End Product: a strong, diverse pool of candidates that meets the key elements of the position description
- Key Activities
 - Recommendations from members of community
 - Self nominations
 - “Reach outs” to possible attractive candidates
 - Advertisements in key academic journals
 - Assistance of search consultant
- **Time Frame: September-November 2017**

Phase 3

Narrow the pool to the most attractive candidates

- End product: Very small number of highly attractive candidates to present to the Board of Visitors
- Key Activities
 - Personal interviews
 - Reference checking
 - Additional discussion with outside sources
- **Time Frame: November 2017 – late February, 2018**

Presidential Search Update

Key events so far:

April 7	Taylor's announcement of his intention to retire on 6/30/18
April 11:	Rector's announcement of Search Committee appointments
April 19/21	First listening sessions held on campus (faculty, staff, students)
April 21	First Search Committee meeting
June 13	Second Search Committee meeting
July 12	Third Search Committee meeting

Presidential Search Committee

1. Tom Watkins (Chair) – Undergraduate/BOV
2. Todd Stottlemeyer (Vice Chair) – Undergraduate/BOV
3. Sue Gerdelman– Undergraduate/BOV
4. Doug Bunch– Undergraduate/Grad (Law)/BOV
5. Jim Hixon– Graduate (Law)/BOV
6. John Littel - BOV
7. Will Payne– Undergraduate/BOV
8. Lisa Roday - BOV
9. Brian Woolfolk– Graduate (Law)/BOV
10. Tom Frantz – Undergraduate/Graduate (Law)/BOV
11. Eric Chason – Grad Faculty/Law/former Faculty Assembly President/BOV
12. Julie Agnew – Undergraduate; Associate Professor, Business School
13. Suzanne Raitt – Undergrad Faculty; Chancellor Professor; Chair, English Department; former Faculty Assembly President; former BOV faculty rep
14. Paul Heideman – Undergraduate; Professor Biology; former department chair
15. Iyabo Osiapem – Undergraduate; Visiting Assistant Professor, Africana Studies; Senior Lecturer, English; NTE faculty
16. Laini Boyd – Undergraduate; President of the Senior Class
17. Yohance Whitaker – Undergraduate; former Student Assembly President; former BOV student rep; currently in seminary in Richmond
18. Lydia Whitaker - former BOV staff liaison, former Staff Assembly president, Duke Awardee, business manager for Applied Science
19. Lynn Dillon– Undergraduate/former BOV/former Alumni Association President

Advisor to the Search Committee – Chancellor Robert M. Gates

Administrative Assistant – Cheryl Corvello

Listening Update

- 78 sessions held to date
 4 planned
 82 total
- Selected sessions
 - VIMS (Sue and Tom)
 - Facilities staff (Lydia and Paul)
 - Hulon Willis Association 25th Anniversary (Will)
 - DC area alumni/students (Lynn and Will)
 - HR staff (Will)
- Continued progress on “key persons” list (Sue, Todd & Tom)

Communications Update

- 6/28 “blast” email
- Tribe responses – **355** to date
- Presidentialsearch@wm.edu – estimated **250–300** to date
- Tailored responses going out – as appropriate

Presidential Search Update

Constituent Comments – Some themes

- Need for diversity (ethnicity, gender)
- Academic background
- Respect for W&M traditions
- Lift W&M to higher level of national stature
- Emphasis on civic engagement/service
- Fundraising experience
- Strong leadership
- Values
- Vision
- Youthful

Search Firm Subcommittee

Members:

Julie Agnew

Lynn Dillon, Chair

Jim Hixon

John Littel

Objectives:

1. Assure bids are received from an appropriate field of qualified search firms.
2. Provide a recommendation to the full committee for approval.
3. Negotiate contract terms (with support from W&M procurement).
4. Assure positive image for W&M throughout the process with all firms.

General Selection Criteria

- Reputation, notably expertise in higher education and presidential searches
- Personnel, including who is the lead consultant, bench strength, past search experience, competitive workload, and expected engagement tasks for each member of the team
- Ability to assure diverse and optimal candidate pool
- Communication and responsiveness expectations, both with the search committee and with candidates
- Ethical and legal considerations
- Relationship fit with W&M culture
- VASCUPP approval and contract terms
- Quality of referrals

Prospective Firms

- AGB Search
- Isaacson, Miller*+
- Korn Ferry*
- R. William Funk & Associates*
- Greenwood/Asher+
- Park Square Executive Search

Others considered:

- Spelman and Johnson+ – not approached due to lack of experience in presidential searches.
- Heidrick & Struggles – per Alan Hilliker this is a minor segment of the firm's portfolio – do not pursue.

- Parker Search+
- Russell Reynolds
- SpencerStuart*
- Storbeck/Pimentel Associates
- Wheless Partners
- Witt/Kieffer*

Notes:

*Alan Hilliker recommendation

+ Professor Ed Cole recommendation

Selection Process Results

Semifinalists:

- Korn Ferry
- R. William Funk & Associates
- Storbeck/Pimentel
- Witt/Kieffer

Finalists

- Storbeck/Pimentel
- Witt/Kieffer

Recommendation:

Witt/Kieffer

Firm Background:

- Founded in 1969
- Headquartered in Oak Brook, IL
- Mission – *The preeminent executive search firm providing leadership solutions to organizations committed to improving quality of life.*
- Values – quality, teamwork, integrity, commitment, growth, diversity
- Areas of expertise – healthcare, academic medicine, life sciences, higher education & not-for-profit
- Annual Revenues - \$60 million

Higher Education Profile:

- HE - 25% of W/K business
- Presidential/Chancellor searches - 15% of W/K's HE business with expanding presence
- Recent work – completed 250 HE searches over past 5 years
- Past W/K Presidential Placements:
 - Avg. Tenure: 9 years
 - 47% have been women and/or people of color.
- Eight prior W&M searches
- Annual Revenues - \$15 million

Witt/Kieffer Search Team



Dennis Barden
Senior Partner

- Lead consultant - responsible for overall execution, strategy and candidate assessment.
- 40 years in higher education, joined W/K in 1998.
- B.A., St. Lawrence University



Elizabeth Bohan
Senior Associate

- Responsible for screening, cultivation and vetting of candidates.
- Joined W/K in 1997.
- B.A., University of Chicago



Ann Yates
Consultant

- Responsible for candidate profile, timeline, communications.
- Based in Bethesda, MD.
- B.S., Bethany College (WV)
M.A., Univ. of New Haven

Why Witt/Kieffer?

- Strength of the team and prior shared search experience – this team is well-balanced and works well together
- Breadth of experience in Higher Education
- Clear commitment to a diverse candidate pool
- Understanding of W & M – its aspirations, culture, opportunities
- W/K proprietary candidate assessment tool
- Competitive pricing
- Excellent references
- Clear enthusiasm and commitment for this opportunity

“Collaboration, creative and open thinking, and intentional, proactive recruitment are the key ingredients in a successful presidential search.”

(as noted on presentation materials provided by Witt/Kieffer)

Overview of Search Consultant Engagement

- Coordinates expected timeline
- Advises and engages in the communications strategy with all stakeholders, assuring balance of confidentiality and transparency
- Supports activities and key early decisions of Search Committee
- Deposits key constituencies
- Facilitates Leadership Profile creation
- Handles advertising and direct marketing for position
- Reviews and assesses resources for candidate referrals
- Manages secure website for benefit of search committee
- Handles logistics for candidate interviews
- Coordinates interviews, from initial screening through completion
- Coordinates referencing process and completes other data checks
- Facilitates leadership assessment for finalists
- Supports contract negotiation, as requested
- Advises on coordination and communications with BOV

PRESIDENTIAL SEARCH SCHEDULE

2017

MARCH

Rector names members of Search Committee
RFP issued for Search Consultant
Initial meetings with potential on-campus candidates per input from the President

APRIL

President announces retirement
Search process begins
First Meeting of Search Committee on campus; open campus meetings for students, faculty, staff, and other on campus constituent groups with Search Committee members
Briefing to full Board – Board approves resolution with directions to Search Committee

MAY/JUNE

Administrative Assistant hired
Search Office opens in Board Conference Room
Search Committee approves Search Consultant (subcommittee of Search Committee will recommend to full Committee)
Search Committee meets with external university stakeholders
Qualifications/Challenge/Case Statement based on campus and alumni feedback reviewed and discussed

JULY

Search Consultant on Campus; Interviews with senior administrators, faculty, student and staff leadership, Alumni Board (when meeting on campus), and other university stakeholders

July Board Retreat: Search Committee meeting to finalize Challenge/Case Statement to be sent to qualified applicants; formal review of initial names with Search Committee by Consultant

AUGUST

Job is posted in Chronicle and other news outlets

SEPTEMBER	Full Board updated on progress of Search
OCTOBER	Search Committee meeting – Review applicant pool and finalize interview timetables
NOVEMBER	Full Board updated
NOV/DEC	Search Committee updated by Search Consultant and semi-finalists selected
<u>2018</u>	
JANUARY	Search Committee interviews at off site location
JAN/FEB	Additional interviews of semi-finalists and then finalists
FEBRUARY	Final name(s) with detailed information sent to Board of Visitors
FEB/MAR	Special Board meeting to interview finalist(s); offer extended/terms negotiated. Official Board vote taken in the Blue Room of the Wren Building; public announcement on Campus and Introduction of 28 th President in Great Hall of the Wren Building
JULY 1	Swearing in of President
FALL OR SPRING	Inauguration event