

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**

EXECUTIVE COMMITTEE MEETING AGENDA

**APRIL 13, 2021
12:00 P.M.**

**FREDERICK P. WHIDDON ADMINISTRATION BLDG.
SUITE 130, BOARD ROOM**

*In compliance with University policies governing social distancing
and other COVID-19 protocol, in-person attendance will be limited.*

*Public access will be available via YouTube livestream
(link will be active on the following web page 15 minutes prior to the meeting):
<https://www.southalabama.edu/departments/trustees/agendas/2021/>*

- 1** Roll Call
- 2** Approve: [Charge to the Presidential Search Committee](#)
- 3** Approve: Presidential Search Process Preliminary Budget
- 4** Approve: [Presidential Search Firm](#)
- 5** Discuss/Approve: [Presidential Search Process as Prescribed in the Presidential Search Guidelines](#)

**UNIVERSITY OF SOUTH ALABAMA
BOARD OF TRUSTEES**

**CHARGE TO THE PRESIDENTIAL SEARCH COMMITTEE
APRIL 13, 2021**

As authorized by the Executive Committee on behalf of the University of South Alabama Board of Trustees, the Presidential Search Committee (“PSC”) is hereby charged to carry out the actions required of the PSC in Section II of the Presidential Search Guidelines, working in concert with the selected professional national search firm to seek applications from highly qualified individuals with a sincere interest in the University of South Alabama and the position of President, and, in doing so, will:

- thoroughly review each candidate’s credentials;
- select and interview semifinalists; and
- select a slate of three to five candidates to recommend to the Board as finalists.

The committee will be guided in this process by the terms of the Presidential Search Guidelines, first adopted August 2000, and amended August 2001, June 2014 and March 2021.



VIA EMAIL

March 10, 2021

Dr. Charles Guest
Mr. Jimmy Shumock
University of South Alabama
307 University Boulevard North – AD 300
Mobile, AL 36688-0002

Dear Dr. Guest and Mr. Shumock:

It was a pleasure talking to you recently regarding the University's pending search for a new **President**. There is nothing more we would like than to work with you and USA's Board again. We have an identity with the University from having recruited Tony Waldrop and would welcome the opportunity to find a worthy successor who can further build on Tony's many successes.

While our attached proposal provides encompassing information about our credentials, process, references, et al, perhaps it is appropriate to share a few highlights below:

- ***Having conducted the last President search, we have a solid understanding of the culture, people and aspirations of the University. Bill Funk, who conducted the last search, will personally conduct this search. It will be Mr. Funk who will meet with the Board and Search Committee and he will interface with the candidates. While he will utilize the full resources of the firm to assure the search's successful completion, he will be dedicated to finding an outstanding successor to President Waldrop.***
- We have received American Council on Education (ACE) recognition for our work in recruiting women and minorities to senior-level positions in higher education. We have broken the color and/or gender line in President and Chancellor searches at nearly 50 institutions around the country. In the past three years, 40 percent of all of our placements have been women and/or minority candidates.
- Key differences in our firm from others include: (1) our consultants are full time recruiters, not retirees who do this work part-time; (2) we do not turn senior-level searches over to junior staff members to make calls to prospective candidates; (3) we take on only those assignments where we have proven experience and success; and, (4) we are proud to have an unparalleled record of successfully conducting university President searches.

- **Our firm offers our clients the longest/best guarantee in the industry...** if the person we place in this role leaves the university within the first two years – for whatever reason – *we will re-do the search for no additional fee*, charging only for administrative and out of pocket expenses.

Please don't hesitate to call us if you have any questions about our Proposal, or if you require additional information.

Kind personal regards,

Bill

R. William (Bill) Funk
President

Attachment



PROPOSAL PREPARED FOR



**UNIVERSITY OF
SOUTH ALABAMA**

TO CONDUCT A SEARCH FOR

PRESIDENT

March 9, 2021



R. William Funk & Associates is pleased to submit a formal proposal to conduct the President search for the University of South Alabama. We would welcome the opportunity to work with you on this very important project.

Should we be selected as your consultant, our firm will adhere to the highest standards of professional ethics, procedures, and practices regarding the search, and in particular will ensure appropriate levels of confidentiality at all times.

Further, we affirm, without reservation, the principles of equal opportunity in employment.

Please call me if you have any additional questions or would like additional information.

-- R. William (Bill) Funk

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R. William Funk & Associates is the premier firm dedicated to higher education search consulting. Led by its founder and President, R. William (Bill) Funk, the firm is recognized for its unparalleled record in recruiting many of the nation's most esteemed college and university leaders.

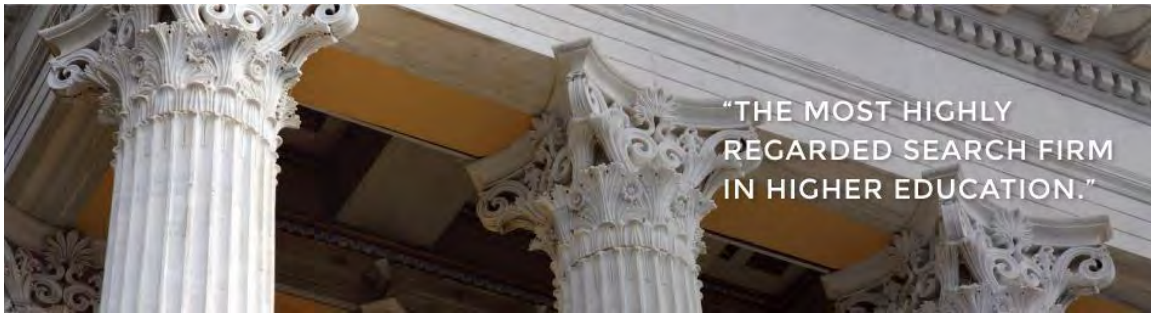
Our firm has had the privilege of recruiting more Presidents and Chancellors to notable universities in the past several decades than any other firm or collection of firms. For example, **we have recruited Chancellors/Presidents to two-thirds of all public AAU universities.** It might also be of interest to you to know that we have recruited Presidents or Chancellors to more than one-half of the *U.S. News & World Report's* most recently published "Top 30 National Universities."



Mr. Funk is the best known and most widely respected search consultant serving higher education. He has been called the "guru of higher education recruiting" by *The Chronicle of Higher Education* and is listed as one of the 200 best executive recruiters in the world in *The Global 200 Executive Recruiters: An Essential Guide to the Best Recruiters in the United States, Europe, Asia, and Latin America* (Jossey-Bass, Inc).

On Wisconsin, a University of Wisconsin publication, proclaimed in an article several years ago, that "...Funk is higher education's ultimate insider, its answer to the Kevin Bacon game: his list of friends and acquaintances includes the top officials at nearly every major American university. Pick any school on the map, and you're likely to find no more than a few degrees of Bill Funk. ...he has become the most highly regarded search consultant in higher education."

The Funk firm has conducted more than 425 searches for college and university Presidents and Chancellors. Among the schools for whom we have recruited a President or Chancellor are: **Rutgers University, University of Arizona, University of Delaware, Purdue University, Temple University, University of Virginia, University of North Carolina at Chapel Hill, Georgia Tech, Indiana University, University of Kansas, University of Arizona, Clemson University, University of Texas at Austin, University of California System, University of Georgia, University of Utah, University of Houston, San Diego State University, University of Florida, Louisiana State University (LSU), and the University of New Mexico, among many others.**



Our firm is an equal opportunity employer with an unparalleled record of placing women and underrepresented minorities in chief executive roles across the higher ed landscape. We are particularly proud of our role in bringing forward qualified women and minority candidates for consideration by the Search Committees with which we have worked.

Several years ago, the Women's Network of the **American Council on Education** awarded Mr. Funk and his team its annual "Network Leadership Award" in recognition of our work in recruiting women into senior levels of leadership in higher education.

As a reflection of our commitment to diversity, the following sitting minority and women Presidents and Chancellors Mr. Funk and his team have assisted in recruiting are:

Jonathan Holloway, President of Rutgers University; Michael V. Drake, President of Ohio State University (recently named President of the University of California System); Renu Khator, President of the University of Houston; Neeli Bendapudi, President of the University of Louisville; Ruth Watkins, President of the University of Utah; Nancy Cantor, Chancellor of Rutgers University - Newark; Andrew Hsu, President of the College of Charleston; Franklin Gilliam, Chancellor of University of North Carolina Greensboro; Adela de la Torre, President of San Diego State University; Virinder Moudgil, President of Lawrence Technological University; Sue Thomas, President of Truman State University; Phoebe Haddon, Chancellor of Rutgers University – Camden; Denise Trauth, President of Texas State University, and Mim Runey, President at Johnson & Wales University.

We are particularly proud of having broken the color and/or gender line in President/Chancellor searches at nearly 50 universities around the country. In the past three years 40 percent of our successful President placements have been women or minority candidates.

We are a proud member of the American Council on Education's 'Executive Search Roundtable' and participate frequently and enthusiastically with ACE's leadership training activities. Please visit our website at www.rwilliamfunk.com.



OUR UNIQUE ADVANTAGES

We believe that we are unusually qualified to conduct this assignment for the University of South Alabama. Our knowledge of higher education and demonstrated success recruiting leaders to the nation's most important institutions provide you with immediate access to the very best candidates.

During the past three decades, no higher education search consultant or firm has had a greater impact on college and university leadership nationally than Mr. Funk and his team.

The following factors likely differentiate us from others you may be considering:

- **Knowledge of and Experience with the University of South Alabama**

We had the privilege of working with the University and Board on the last President search which recruited Tony Waldrop. In the course of that search we gained a deep understanding of and appreciation for the culture, history and fabric of USA. We believe we can utilize that knowledge to target and attract individuals who will be able to build upon the many successes the University has enjoyed under President Waldrop.

- **Leading University President Recruiting Firm**

As mentioned above, our firm has had the privilege of recruiting more major university Presidents and Chancellors in the past several decades than any other firm or collection of firms.

Our reputation in the field - based on the quality of candidates we have placed across the country - gives our clients access to the very best candidates. The best potential candidates are receptive to our calls and overtures and are eager to talk with us about senior-level opportunities. We would welcome the opportunity to utilize our experience in this regard to the benefit of the University of South Alabama.

- **Experience Recruiting Presidents to Universities With Med Schools**

Approximately half of our President searches have been for universities that have medical schools, health science centers, and/or hospitals. We understand the complications these entities add to the leadership of the university and have been successful placing individuals who understand the challenges associated with the health science components.

- **Unparalleled Record of Recruiting Women and Minority Chancellors and Presidents**

Our firm is an affirmative action, equal opportunity employer. We are particularly proud of our role in bringing forward qualified women and minority candidates for consideration by the Search Committees with which we have worked. **Our firm has broken the color and/or gender barrier for Presidents and Chancellors at nearly 50 institutions over the years.** It might also be of interest to know that during the past three years, **40 percent of our President searches have resulted in the hiring of a woman or a minority candidate placement.**

Several years ago, the Women's Network of the **American Council on Education** awarded Mr. Funk and his team its annual "Network Leadership Award" in recognition of our work in recruiting women into senior levels of leadership in higher education.

As a reflection of our commitment to diversity, the following sitting minority and women Presidents and Chancellors Mr. Funk and his team have assisted in recruiting are:

Jonathan Holloway, President of Rutgers University; Michael V. Drake, President of Ohio State University (recently named President of the University of California System); Carol Folt, (who we recruited to the University of North Carolina Chapel Hill but has subsequently been named President of USC); Ruth Watkins, President of the University of Utah; Adela de la Torre, President of San Diego State University; Neeli Bendapudi, President of the University of Louisville; Renu Khator, President of the University of Houston; Nancy Cantor, Chancellor of Rutgers University- Newark; Franklin Gilliam, Chancellor of University of North Carolina Greensboro; Andrew Hsu, President of the College of Charleston; Virinder Moudgil, President of Lawrence Technological University; Phoebe Haddon, Chancellor of Rutgers University – Camden; Sue Thomas, President of Truman State University; Mim L. Runey, Chancellor of Johnson & Wales University and, Denise Trauth, President of Texas State University.

- **Ability to Attract the Best Candidates**

This President position at the University of South Alabama will be very attractive to many outstanding individuals. The challenge for your Search Committee and Board is not just in attracting the interest of high caliber candidates, but in managing their active candidacies in a confidential and supportive way.

Getting the best people to declare their candidacy — and keeping them in the search — may be the greatest contribution we can make. The best candidates will not want to feel that they are in competition, will be very sensitive to public disclosure of their candidacies, and will require constant “hand holding” throughout the process. This is the area where our consultants have demonstrated they add significant value to your recruitment effort.

Our candidates have done very well in their Presidencies and Chancellorships, and many have gone on to national and international positions of prominence in higher education. Several examples include:

***France Cordova was our President placement at Purdue University (the first woman and individual of color to lead Purdue) immediately prior to her role as Executive Director of the National Science Foundation;**

***David Skorton was our President placement at Cornell University immediately prior to his role as Executive Director of the Smithsonian and, now, President and CEO of the Association of American Medical Colleges (AAMC);**

***We recruited Mary Sue Coleman to her first Presidency at the University of Iowa prior to her move to be President at the University of Michigan and, most recently, Executive Director of the Association of American Universities (AAU);**

***The last two Presidents of the NCAA- Mark Emmert and Myles Brand – were both recruited to their immediate prior positions by our firm... Emmert to the Presidency of the University of Washington and Brand to the Presidency of Indiana University.**

▪ **Philosophy Regarding President/Chancellor Searches**

The search for a new President must be handled with skill and astute sensitivity. Our consultants are comfortable in this arena and will be able to work effectively with the Search Committee and Board. We view our relationship with you as a partnership and our role as a facilitator of the search process. While we would expect to enhance the pool of candidates and provide meaningful intelligence throughout the process, we recognize that decisions regarding selection of short list and final candidates reside solely with you. We believe that our record of successfully completed searches reflects our ability to engender consensus through constructive interaction with the committees with which we have worked.

CONSULTANT RESPONSIBLE FOR THIS SEARCH

It is our practice to assign those individuals to a project that have the greatest experience and knowledge to contribute to the assignment. In this instance, **Bill Funk**, our President and Founder, **will personally conduct this search.** It will be Mr. Funk who will meet personally with the Search Committee and Board and who will directly contact and interact with the candidates.

Bill Funk holds a Master of Arts degree in Government from Ohio University and a Master of Science degree in Industrial Relations from the Krannert School of Management at Purdue University.

Mr. Funk is the best known and most widely respected search consultant serving higher education. He has been called the “**guru of higher education recruiting**” by *The Chronicle of Higher Education* and is listed as one of the 200 best executive recruiters in the world in *The Global 200 Executive Recruiters: An Essential Guide to the Best Recruiters in the United States, Europe, Asia, and Latin America* (Jossey-Bass, Inc.).

On Wisconsin, a University of Wisconsin publication, proclaimed in an article several years ago, that “**...Funk is higher education’s ultimate insider, its answer to the Kevin Bacon game: his list of friends and acquaintances includes the top officials at nearly every major American university. Pick any school on the map, and you’re likely to find no more than a few degrees of Bill Funk. ...he has become the most highly regarded search consultant in higher education.**”

He is a frequent speaker to higher education associations and executives and is a much-sought speaker and contributor to leading higher education journals and periodicals. His article – “A Presidential Search is Opportunity Knocking” – published in *Trusteeship Magazine* has become must reading for Boards contemplating a transition in leadership.

Prior to founding his own firm, Mr. Funk was the National Practice Leader of the Education Practice and Office Managing Director of the Dallas Office for Korn/Ferry International for 14 years.

A number of articles featuring Mr. Funk, from various national publications, can be found on our firm’s website at (www.rwilliamfunk.com).

Of course, Mr. Funk will call upon the entire firm to aid and abet in this search for the University of South Alabama, but given the need for your consultant to gain the trust and confidence of the candidates, he will personally interact with the candidate pool and will personally meet with the Search Committee and Board.

He will assign several individuals on our team to assist in research, target list development, development and maintenance of our password-protected, encrypted 'Client Center,' and scheduling of meetings. These individuals include **Kayla O'Rourke**, **Willie Funk**, and **Krishna Creal** to work with him on the project.

Kayla has worked as a recruiter at Korn/Ferry International with Mr. Funk and also has corporate recruiting experience with Hewlett-Packard and Anderson Consulting. She holds an undergraduate degree from Hardin Simmons University and an MBA from the University of Texas. Kayla has extensive experience recruiting higher education executives and has completed senior-level searches across the country.

Willie is a Managing Vice President in the firm and holds an undergraduate degree from Emory University and a law degree from SMU's Dedman Law School. He has an extensive background recruiting a lengthy list of Presidents, Provosts and Deans and has recently completed searches at Clemson, College of Charleston, University of Kansas, and Radford University.

Krishna Creal is Mr. Funk's Chief of Staff and has handled the administrative and scheduling aspects of his President and Chancellor searches for more than 20 years. Ms. Creal will be responsible for our password-protected 'Client Center' that will provide the Search Committee with materials on all active candidates and continually updated logs. She will assist with the coordination of Search Committee meetings on Mr. Funk's behalf and will work with candidates to schedule visits, obtain directed references, and coordinate lexis/nexis/google background checks on "short list" candidates.

In addition to these specific individuals, our highly-regarded Research Group will be intrinsically involved in the project from beginning to end. And, our Finance Department will provide you with accurate and informative invoices and will provide appropriate financial interface with your Purchasing personnel.

SEARCH PHILOSOPHY AND PROCESS

We do not believe in a “formula” approach to President searches. Each institution is different and there may be traditions and precedents that need to be honored when organizing and executing the search process.

The first essential step is for us to meet with you to gain an in-depth understanding of the career experiences, personal attributes, managerial, and administrative philosophies the Board and university seek in candidates. This discussion — together with frequent, ongoing communication and ready availability to the Search Committee — provides the foundation for a successful search.

As mentioned earlier, we believe that President searches require a dedicated approach where our most experienced recruiters work directly with the Board, Search Committee, and candidates.

Other steps in a typical process are:

■ RESEARCH

- Obtain encompassing information about the University of South Alabama.
- At the request of the Search Committee, assist in preparation and submission of ad copy for publication in *The Chronicle of Higher Education*, *Diverse Issues in Higher Education*, *The Hispanic Outlook in Higher Education*, *Women in Higher Education*, *Inside Higher Ed* and/or other publications as appropriate to fulfill EEO and other requirements.
- Identify prospects utilizing:
 - The Board and Search Committee and the contacts of each member.
 - Suggestions generated by source letters and telephone calls to individuals we know and respect in the field.
 - Our proprietary files.
 - Suggestions by appropriate members of our staff.
 - Original research conducted by our firm under the direction of Mr. Funk.

■ RECORD KEEPING

- Work with you to assure that acknowledgment letters and other correspondence to applicants, nominators, and nominees are handled expeditiously.
- Set-up and maintain files on a USA-dedicated, password-protected and encrypted website maintained by our firm. Every 'active candidate's' resume is immediately available to members of the Search Committee 24/7. A master log reflecting all nominees, nominators, and the status of each nominee is updated weekly and is also available on the website. (In 'open record' states, this technology may not be appropriate!).

■ REVIEW MEETINGS

- After initial screening and outreach activities, meet with the Search Committee to review candidate files to reach a workable panel of approximately 8 to 10 candidates to be interviewed by the Search Committee off-site.
- Coordination of interviews of internal (if any) and external prospects.
- After these interviews, we will work with you to decide which final three to five candidates will be invited to interview with the full Board.

■ VERIFY EDUCATIONAL CREDENTIALS, AND EXAMINE PUBLIC DATABASES

- Before the Search Committee meets any candidate in person, we will have verified all educational degrees.
- We will also provide the Search Committee with Lexis/Nexis/Google/Social Media reports on all "short list" candidates (usually 8 to 10) after the Committee distills the pool to this working list of most attractive candidates. These reports provide insight into why the candidate is being written about and gives information about honors or controversies related to the candidate.

■ FACILITATING YOUR INTERVIEWS

- Schedule interview visits with candidates according to your availability.
- Coordinate flights and other travel arrangements (COVID-permitting).
- Debrief each candidate about their reactions to the interview visit.
- Screen and reimburse candidates for out-of-pocket expenses.

■ FINAL REFERENCING ON CANDIDATE OF CHOICE

- For the one to four 'final' candidates, we typically coordinate the obtaining of a credit, financial, litigation, and sexual abuse background checks. This report is obtained from a credible, third party who does these kinds of checks. In the past, we have utilized the services of 'FRASCO.' (Note that the candidates must sign a consent form to allow us to obtain this information in accordance with appropriate Fair Credit Standards Act provisions.)
- We will also assist the Search Committee and Board in making non-directed references of the one or two leading candidates.
- The Search Committee and Board can of course do additional checks it may deem appropriate.

■ ASSISTANCE IN OFFER, ACCEPTANCE, AND PRE-EMPLOYMENT PROCESS

- Our consultants will work with the Board to negotiate with the selected candidate. We will have obtained appropriate compensation information, trailing spouse issues, et al from the candidate and will share that information with the Board Chair and develop an approach to the selectee that will best assure acceptance.
- Working with the University's Communications and Public Relations groups, we will assist in preparing the press release and shape the possible press conference to announce/introduce the new President.

■ POST-HIRE, ONBOARDING ASSISTANCE

- Our firm understands the importance of assisting the new President transition into the position smoothly and seamlessly. We will work with the Board to assure a smooth transition into the President role.

**PROFESSIONAL
FEES AND EXPENSES**

Consistent with the standards of the executive search profession, R. William Funk & Associates works only on a retainer basis. Our retainer is typically one-third (33 and 1/3 percent) of the estimated annual salary of the executive being hired. If it is the preference of the Board to have a "fixed" retainer fee, we suggest a fee of \$100,000 plus expenses.

Expenses include direct, out-of-pocket expenditures (consultant travel, lodging, and related expenses, advertising and background checks) incurred on the institution's behalf, as well as administrative and support expenses (10% of the retainer). The University will be billed for these expenses as incurred on a monthly basis.

It is our practice to bill the estimated fee in three installments at the first, second, and third months of the engagement. We will bill accrued expenses monthly until the engagement is successfully concluded.

OUR COMMITMENT TO UNIVERSITY OF SOUTH ALABAMA

If for any reason, the candidate selected to be the next President of the University of South Alabama leaves the position in less than two years — for whatever reason — **we will re-do the search for no additional retainer**; charging you only for out-of-pocket and allocated expenses.



REFERENCES

The following individuals have been recent clients, candidates, or successful placements of Mr. Funk. They know the quality of our work and can speak to our abilities.

- **Jay Gogue**
President
Auburn University
Auburn, Alabama
(Jay has been our client on numerous senior-level searches.)
334-844-4650

- **James (Jim) Clements**
President
Clemson University
Clemson, South Carolina
(Jim is our placement at Clemson and has been our client on a number of senior-level searches at Clemson.)
864-656-3311

- **Renee Romberger**
Chair, President Search Committee and Board Member
College of Charleston
Charleston, South Carolina
(Renee was our Search Committee Chair on our successful President search at College of Charleston.)
864-560-6407

- **Dave Grissom**
Former Board Chair and Chair, President Search Committee
University of Louisville
Louisville, Kentucky
(Dave was our Search Committee Chair on our successful President search at the University of Louisville.)
502-494-9071



UNIVERSITY OF SOUTH ALABAMA PRESIDENTIAL SEARCH GUIDELINES

(First Adopted August 2000; Amended August 2001; Amended March 2014; Amended March 2021)

I. LEADERSHIP STATEMENT

UNIVERSITY'S MISSION AND GOALS

The Mission and Goals of the University of South Alabama are set forth in official university documents, including the current Undergraduate and Graduate Bulletin, and are incorporated by reference herein.

PRESIDENTIAL EXPECTATIONS

This section will be reviewed, revised, and updated by the Presidential Search Committee. The intent of this section is to highlight expected qualifications for prospective candidates and the University's constituents. It will be the duty of the Search Committee to identify candidates who best demonstrate these qualifications and present them to the Board of Trustees for consideration.

PREFERRED CREDENTIALS

- Demonstrated ability to lead a large, complex educational institution.
- Proven ability to set a clear, positive agenda for the organization and to achieve excellent results.
- An earned doctorate in an appropriate discipline. In lieu of an earned doctorate, must possess outstanding training and exemplary record of success in the administration of a large educational organization.
- Proven ability to comprehend and deal with the distinct needs and interests of a complex, comprehensive institution that includes undergraduate and graduate programs, as well as a medical college and hospitals.

CHARACTER

- Demonstrates integrity in all situations; takes clear and consistent positions on important issues; and demonstrates intellectual honesty.

- Possesses self-discipline and a high-energy level focused toward the University's goals.
- Exemplifies the role of a Servant Leader and believes that those served should grow as persons by becoming healthier, wiser, freer, and more autonomous, thereby more likely themselves to become servants.
- Demonstrates respect for others; recognizes the strengths and contributions of university faculty, staff, students, alumni, and supporters, and demonstrates a consistent and sincere concern for them and their feelings; and practices a high degree of objectivity and fairness in all situations.
- Demonstrates a commitment to enhancing racial, gender, and ethnic diversity and equal opportunities throughout the institution.

LEADERSHIP BEHAVIOR

- Articulates a clear vision and leads the organization toward it.
- Demonstrates passion, conviction, and commitment to making a positive difference.
- Clearly communicates performance expectations.
- Holds people accountable for their professional commitments.
- Is willing to share power and influence to benefit the organization.
- Is willing to gather constituent input without compromising timely decision-making.
- Has effective interpersonal skills for coaching and managing, and is capable of gently but relentlessly enforcing the organization's standards of performance.
- Recognizes a need for a strong executive leadership team to assist with organizational success.

COMMUNICATION

- Excellent ability to communicate, both verbally and in writing.
- Committed to open and timely communication throughout the organization.
- Is an effective listener, gives feedback, asks questions, and summarizes.
- Encourages the free exchange of ideas and opinions in a collegial manner regardless of job level, age, gender, race, or economic status.
- Asks students, staff, faculty, alumni, and others for input and makes time available for them.
- Works to establish and enrich communication opportunities with key constituents.
- Can effectively articulate the many needs of the University to governmental and resource-providing bodies.

FINANCIAL MANAGEMENT

- Has significant experience in planning and managing large budgets and a comprehensive understanding of all financial operations and issues in a large, complex public institution.

RESOURCE DEVELOPMENT

- Demonstrates substantial prior experience and success with fundraising and resources acquisition.
- Fully understands the University's vision, mission, and development plan.
- Is motivated and willing to devote a high degree of personal involvement and commitment to leading and directing resources efforts.
- Possesses ability to work effectively with government funding entities at all levels to secure an equitable share of resources for the institution.

II. SEARCH PROCESS

At such time as there is a vacancy in the presidency of the University, a nationally recognized search firm will be engaged to work in concert with the appointed Search Committee, utilizing appropriate national standards and procedures, to provide a slate of candidates. The search consultant will be responsible for conducting background investigations and securing additional information on all candidates, and shall maintain the confidentiality of the files of all candidates. Within six months from the date the list of finalists is submitted, the Board will select the new president.

Any provision of these Guidelines inconsistent with the foregoing hereby is deemed amended to conform herewith.

BOARD OF TRUSTEES ACTIONS

The following procedures are for the Board's consideration at the outset of the search process:

- Discuss issues of confidentiality and openness in the search process.
- Resolve how to handle potential candidacy of any interim or acting president.
- Decide when the next president should assume office.
- Set a preliminary budget for the search.
- Set the range of compensation for the next president.
- Review and modify, as necessary, policies on presidential performance reviews and contracts.
- Consider the role of the outgoing president.
- Identify the tasks the Search Committee must perform and approve a written charge to identify and recommend to the Board an appropriate pool of qualified finalists.
- Review the Board's role in the course of the search.

- Appoint a Search Committee representing the institution's major constituencies, including the Board of Trustees, faculty, staff, students, alumni, and the community. Care shall be taken to appoint a Search Committee that, in its totality, gives due weight to the gender, racial, and ethnic diversity of the student body and the community.

SEARCH COMMITTEE COMPOSITION

- Four (4) Trustees appointed by the Chair *pro tempore*- one to be designated by the Chair as chair of the Search Committee, one as vice chair, one as secretary and one as a member of the committee.
- Four (4) faculty members - the President of the Faculty Senate and three (3) full-time, tenured faculty members appointed by the Chair *pro tempore* of the Board, at least one of whom represents the Division of Health Sciences.
- Three (3) students - the President of the Student Government Association (SGA), and one (1) undergraduate student and one (1) graduate student from the student body at large, both appointed by the Chair *pro tempore*.
- Four (4) University administrators- Three (3) non-academic administrators, including at least one (1) from the University Hospitals, and one (1) academic administrator at the rank of dean or higher, all appointed by the Chair *pro tempore* of the Board.
- One (1) member of the USA National Alumni Association Board of Directors, appointed by the Chair *pro tempore* of the Board.
- The Chair *pro tempore* of the Board of Trustees, or the Vice Chair in the absence of the Chair (or, in the absence of both, a Trustee appointed by the Chair) serves *ex officio* on the Search Committee with full voting rights.
- One (1) community representative from the region primarily served by the University of South Alabama, appointed by the Chair *pro tempore* of the Board.

- The Chair *pro tempore* of the Board shall appoint a non-committee member to assist the secretary in carrying out his/her responsibilities and in the coordination of the search, and to serve as liaison with any professional search consultant engaged pursuant to these guidelines.
- The President or Acting President shall not be involved in matters related to the Search Committee process.

- The Board shall use one or more search organizations to help generate a pool of candidates.
- The Board shall otherwise participate in the search process as it sees fit.
- Upon receipt of the Search Committee's list of finalists, the Board of Trustees will vote to accept or reject the slate of candidates for on-campus interviews and arrange for Board members' participation in interviews.
- The Board will coordinate and conduct finalist interviews by Board members.
- Upon completion of all interviews, the Board will evaluate the respective qualifications of the finalists and obtain input from appropriate constituent groups and individuals.
- Selection of the President shall be majority vote of the Board.

SEARCH COMMITTEE ACTIONS

- Review relevant passages in bylaws, codes, and state regulations.
- Set up a tentative schedule for the search process.
- Update Leadership Statement.
- Communicate timely news about the structure, timing, process, and progress of the search to the major constituents.

- Recommend a search firm to the Board of Trustees to increase the pool of candidates and assist with identifying those candidates who would otherwise not apply.
- Prepare an announcement/advertisement for the position to include:
 - Position
 - Minimal Credentials required
 - Website address directly to Leadership Statement
 - Closing date for applications
 - Equal Opportunity Employer – Minorities/Females/Veterans/Disabled statement.
- Advertise in appropriate and diverse national publications.
- After interviewing all of the semifinalists, the committee selects a candidate or candidates to recommend to the Board as finalist(s) to be invited for campus interviews. These selections should be by consensus if possible, but if not, then by any means determined appropriate by the chair of the committee.
- After forwarding its recommendations to the Board of Trustees, the Search Committee will continue to play an active role in the search process by helping to coordinate campus visits and interviews.

APPENDIX A
Search Committee Code of Ethics

Presidential Search Committee Members:

1. Accept their responsibility to protect the integrity of the institution, as well as the integrity of all prospective candidates, semi-final candidates, and finalists.
2. Acknowledge that only the Chair *pro tempore* of the Board of Trustees is authorized to speak to the news media on behalf of the Board, and only the chair of the Search Committee is authorized to speak to the news media on behalf of the Search Committee.
3. Certify that they are not candidates for the position.
4. Agree to disclose promptly to the committee any appearance of real or potential conflict of interest in a relationship with a prospect or candidate.
5. Acknowledge that information management is a crucial component of the search committee's work. This work includes information developed and received about prospects, candidates, and their employing institutions. Specifically, committee members will adhere to the following principles:
 - Respect the absolute confidentiality of all prospects and candidates by not revealing the identity of or any other information about prospects and candidates before or after the committee completes its work.
 - Be fair, accurate, honest, and responsible in managing information related to the search.
 - Guard against inaccuracies, carelessness, bias, and distortion made by either emphasis or omission of information.
 - Strive to treat issues impartially and handle controversial subjects dispassionately, understanding that prospects and candidates who have held executive positions and made difficult decisions have not been in positions to win popularity contests.
 - Give accurate and complete reports on candidates to the search committee chair.
6. Place the best interests of the institution ahead of all special and personal interests and use common sense and good judgment in applying ethical principles to search work.

7. Consider the letter and spirit of this statement to be a matter of personal responsibility.

Adapted from the Illustrative Code of Ethics model presented in Presidential Search Guidelines and Directory, a publication of the Association of Governing Boards.