The following are unofficial notes taken by a member of Faculty Senate, a guest at the Presidential Search Committee Meeting. These notes do not constitute official minutes of the meeting.

Notes on the Presidential Search Committee Meeting on 1/5/17 in ASB 509

Those present: Regent Ekumene Lysonge; Mr. Houston Barber; Regent Mindy Barfield; Faculty Regent Dr. Elgie McFayden; Academic Search consultants Dr. Wanda Bigham and Dr. Mac Stewart

Participating via phone: Judge Hubert Grimes; Christina Leath

Not present: Staff Regent Derrick Gilmore; Ms. Venita Hawkins; Mayor William May; Student Regent Ralph Williams; Regent Dr. Karen Bearden

The meeting was called to order by Regent Lysonge at 9:27am after apologizing for his lateness coming from Louisville due to traffic and snow.

Academic Search consultant Dr. Mac Stewart introduced the guest speaker: Dr. Leonard Haynes, who is recently retired but has worked in the US Department of Education and was director of the White House Initiative on HBCUs. Dr. Haynes was asked to offer the search committee some context for a presidential search and to offer a broader perspective on the challenges of higher education today.

Dr. Haynes began by noting that searching for a president of an institution is no small task and he described his experience leading Grambling State.

More recently, when he was retiring from work in Washington, Dr. Haynes became aware of discussions that have begun about making federal funds for HBCUs competitive. He noted if that happens it's likely half of HBCUs will close.

He emphasized that the primary way the federal government is involved in higher education is through student financial aid. Student loan debt is a considerable problem, and if that bubble were to burst as happened with the housing industry, there would be considerable trouble for our economy. It's likely, then, that there will be increasing emphasis on return on investment in higher education.

There is also the issue of global competitiveness. Dr. Haynes noted how many countries such as Belgium and Germany seek to supplant the United States as first choice locations for international students. Additionally, US students may find themselves working abroad when they hit the job market, and so universities should consider a passport initiative in which all

incoming freshman must obtain a passport. He noted how this transforms the students' and university's way of thinking about programming.

A university needs to consider why an individual should enroll there. He noted that for-profit colleges have been engineered to bring in federal financial aid dollars.

Accrediting bodies will likely receive more scrutiny in the future. He observed that SACS is one of the better accreditors in higher education. One accreditor—whom he left unnamed--has never put a participating institution on probation. This kind of scenario leads Congress to ask questions. High default rates only exacerbate the situation.

Based on these issues, Dr. Haynes stressed that a university president today must understand two key issues: federal financial aid and accreditation.

He then discussed how HBCUs, if established before 1964, can obtain federal funds and how many universities (including Simmons College and Wilberforce) have been scrambling to find charters to show they were established prior to 1964. This makes more competition for HBCU funding.

Dr. Haynes listed all the HBCUs and noted particular strengths in some. He observed that a strong ROTC program can be an asset for an HBCU due to Department of Defense connections.

To illustrate further the challenges HBCUs face, he noted how Howard University cannot manage its budget effectively despite having a billion dollars to work with. One of its problems has been a reluctance to sell its hospital, which costs the university millions. He noted that Howard serves as a symbol of HBCUs, and how it fares will influence how others are perceived.

He observed that three HBCUs now have a majority of white students. He argued that wasn't a bad thing since it supports the universities' contention of meeting the needs of its service areas.

Most students at HBCUs students are Pell eligible. Last fall, 60% of students were the first in their family to attend college. Dr. Haynes said he would have expected those numbers to have gone down by now, but they reflect access to, and attitudes about, education.

HBCUs have an economic impact of $8 billion on the nation's economy.

In closing, Dr. Haynes said there were five main issues the committee should bear in mind:

1. Keep in mind the importance of financial aid; student persistence and retention; and enhancing student capacity.

2. Consider what the institution is doing to advance its contributions to the world.

3. Remember that leadership is important, but there also must be "followship."

4. Exploit the institution's comparative advantage—why should students go here?

5. Remember the importance of how the institution is perceived by stakeholders.

Dr. Haynes then took a question from Faculty Regent McFayden, who asked what Dr. Haynes thinks about a flat rate tuition. Dr. Haynes responded that tuition fees are out of touch with reality. He noted one reason why is the emphasis on athletics and coaching salaries at some institutions. Dr. Haynes said that a university needs to consider its optimal size and build around that. He shared that if an HBCUs has a default rate at 25% for three years, it's placed out of the federal program, and so it's important to recruit wisely.

At 10:05am, Regent Lysonge asked Mac Stewart to give a report on the progress of Academic Search. Dr. Stewart shared that his firm has gathered what it feels is a strong pool of 31 applicants. He then said they have five more coming in, so that places the number at 36. The group is diverse with regard to gender and "other ways." There are some applicants who have served as university presidents previously. Academic Search is looking specifically for those who have managed resources. Many of the applicants have come from the email blast the firm sent out, which targeted specific institutions. Dr. Bigham observed that the best candidates usually come at the end.

Regent Lysonge called for closed meeting to discuss personnel matters at 10:15am.

Respectfully submitted,
Joe Moffett, Faculty Senate Secretary