

Chancellor Listening Sessions February 17, 2009

Attending were:

Dr. Aubrey Lucas, Interim Commissioner, Institutions of Higher Learning
Trustee Amy Whitten, President of the IHL Board, Search Committee Chair
Linda McFall, Deputy Commissioner for Finance and Administration
Members of the IHL Board and Search Committee:

Trustee Ed Blakeslee
Trustee Stacy Davidson
Trustee Aubrey Patterson
Trustee Alan Perry
Trustee Doug Rouse

Schedule of Events

1. Vice Chancellors and Athletics Director
2. Deans, Associate Vice Chancellors and Associate Deans
3. University of Mississippi Alumni Association Board of Directors
4. Assistant Vice Chancellors, Assistant Deans, Academic and Non-Academic Department Chairs, Department Heads and Directors
5. Faculty Senate
6. University of Mississippi Foundation Board of Directors
7. Staff Council and Professional Support Staff
8. University of Mississippi Medical Center Faculty and Staff
9. General Faculty
10. University of Mississippi Alumni, Community Leaders and General Public
11. University of Mississippi Athletic Association Foundation Board of Directors
12. Undergraduate and Graduate Student Leaders and General Student Body

At the beginning of each session, Ms. Whitten welcomed the group and explained that the reason for the Listening Session was for the committee to listen to what the various groups have to say and to answer any questions that the groups would like to ask. The committee plans to move quickly to identify a new chancellor. The committee will draft a position announcement following all the listening sessions. The committee hopes to appoint the campus advisory search committee as well as name the independent search consultant within the next several days. All Board and Committee members present were introduced.

Ms. Whitten referred each group to the website (<http://www.mississippi.edu/ihl>) for up-to-date information regarding the search and search process. Ms. Whitten encouraged each group to correspond with the Board Committee with questions and comments throughout the search.

Ms. Whitten then asked each group to share with the committee the qualities that they would like to see in the next Chancellor of The University of Mississippi and to ask the Board committee any questions they might have.

Session 1: Vice Chancellors and Athletics Director

Qualities:

- Important for the new chancellor to have good communication skills, as well as good communication with the public.
- The chancellor should be able to work with large groups of people as well as individuals.
- He/she should understand the role of obtaining private funding and the workings of obtaining funding from all resources.
- Should have academic credentials/background and be someone that the students can admire.
- The new chancellor will have his/her own set of priorities. Hope is that the new chancellor will not de-emphasize those successful priorities that are already in place.
- Would like the chancellor to achieve new heights and momentum. Not be just a caretaker, but to continue to move us forward, takes us to a new level and build on the progress already made.
- The new chancellor should be accountable and increase the standards for himself, as well as set high standards for the individuals he works with.
- Should be a visionary leader to move Ole Miss to a position of national prominence.
- An experienced leader who understands that we have a three-fold mission of teaching, research and service.
- An experienced development person who can reach outside the Ole Miss family.
- Have an understanding of and appreciate the challenges of an undergraduate education.
- Have the ability to inspire people to work for and invest in the goals of a comprehensive university and a real appreciation and value for the comprehensive university in both our local and global society.
- Continue to put students at the center of everything we do and remember that the focus is that we are here for our students.
- Develop a sense of community and join that community.
- Emphasis on admissions and recruiting of students.
- The new chancellor will have to be a consensus builder and take the time to build the confidence of the university.
- Understands the role of the university in terms of the state. This position is not just about the university, but it's also about serving the state.

- Must be courageous. The chancellor must make hard decisions on a daily basis.
- Integrity.
- Should understand the breadth and depth of the university.
- Tireless leader.
- Administrative experience in a public university.

Challenges:

- Our university has seen growth at the undergraduate level, but graduate education has become somewhat stagnant or has declined. The new chancellor will need to understand that focusing on graduate education will be a costly endeavor. Need a renewed commitment to new and forward thinking graduate programs.
- Student facilities are in need of renovations, expansions and updates and this becomes a challenge in recruiting students.
- There might be a real push for the new chancellor to revive the old ways and bring back Colonel Rebel.
- The new chancellor will be faced with striking a balance between athletics and academics.
- Will have to face the challenge of finances in general.
- We are so dependent on tuition that we need to focus on who we should be recruiting.
- Our university needs access to regionally competitive and nationally competitive programs, as well as be accessible to the students.
- Aging facilities in general are a challenge. There is a need for the research facilities to be kept up to speed with contemporary equipment and to keep us in line to be a productive, competitive, research university. This ties in with graduate education issues as well. Continue to undertake planning for how we keep our facilities and major equipment up to speed.
- Ole Miss is perceived as a wealthy university and that can be used against us at times.
- We have infrastructure problems.
- The new chancellor should preserve the internal morale on campus. Not become stagnant, but continue to strive forward.
- Don't forget the little things.
- The new chancellor should have a high standard of excellence with the same high standards for the community and university. The new chancellor should point us to the next set of peaks/goals.
- Should lead by example.
- Should want everyone here to succeed.
- Do not want a professional career person who looks at UM as a career stop. We want a leader totally invested in the university.
- Do not want to be a stepping-stone.

- Our university is traditional, which is one of our strengths, but also one of our threats. The new chancellor will be faced with how to develop our education product in a new and creative fashion.
- Continue the momentum of city and county relations. There is need for constant maintenance of town relations.
- Higher education looks different than what it did a few years ago. The new chancellor should understand the changes that have happened in the context of traditional universities and realize there is a different mix of people and different funding sources that come into play.
- Board member question: With the change in the federal largesse, how will the new chancellor need to respond? Response from the Vice Chancellor for Research and Sponsored Programs: The new chancellor will need to keep in mind that there should always be a national level of investment in science and technology in order for us to be globally competitive as a nation. How we access those resources may change over time. We need comprehensive programs to support the system. The new chancellor will need to take institutional control of our successes in order for us to learn to sustain ourselves.

Session 2: Deans, Associate Vice Chancellors and Associate Deans

Qualities:

- Want someone who can listen, observe and build a coalition. The university has an extraordinary amount of wealth and talent and we need the new chancellor to come in and learn how to tap into that to be successful.
- Should have an ethic of excellence. Someone to demand a high standard from all of us. The burden is on the search committee to think at that same high level.
- Person of vision.
- Someone to set higher goals.
- Have a love of the institution.
- Have people skills.
- Look for someone who has a strong record in scholarship. Remembering that we are a liberal arts institution surrounded by professional schools and look at ourselves as a community of scholars.
- Should get the support of the faculty behind them and decide what we become as an institution from this point on.
- Strong appreciation for graduate education and research.
- Strong communication skills.
- Strong people skills.
- Have to be able to make decisions or delegate based on evidence-based procedures.

- The new chancellor should lay out a vision and communicate this, but must also be able to fund this.
- Should have significant fundraising abilities and experience.
- Needs to understand higher education and the problems faculty have and how faculty interact with students.
- Should recognize that student athletes have many demands placed on them and the new chancellor should be aware of this.
- Should understand that all students should receive academic challenges, but not be overburdened.
- Needs to be globally aware and globally connected and realize the importance of trade, importance of global science and challenges facing us in the area of global climate change.
- Important to form global partnerships and alliances. Partnerships with key universities abroad will help elevate our academics, can help contribute to solving global issues and can bring business to Mississippi.
- Have experience with public service, business and scholarship.
- Have a proven and demonstrated commitment to diversity. A chancellor who has previously been on record with statements showing diversity. Someone who will lead in this area and not just tolerate it.
- Remember that the university exists for our students, community and state.
- Someone with the same passion and engagement with students that our current Chancellor has.
- Want to have someone who can recruit and keep the best and brightest students in Mississippi.
- Someone who will work with the community.
- Someone who will provide a feeling of inclusiveness.
- Someone who will emphasize recruitment of students.

Session 3: University of Mississippi Alumni Association Board of Directors

Qualities:

- Important for the new chancellor to have a warm and winning personality.
- Should be comfortable in any setting with students, staff, faculty, local or national leaders.
- Excellent public relations skills.
- Connection to Ole Miss.
- Should emphasize academics.
- Should offer continued support for athletes.
- Have a strong vision for what Ole Miss should be.
- Effective fundraiser—more important than ever.

- Can effectively deal with legislature and achieve public funding.
- Someone we can be proud of.
- Understands the strong connection between UMAA and University.
- Will continue to have UMAA executive director report directly to the chancellor.
- Someone with unique attributes relating to the important relationships between faculty and students.
- Will continue to foster, encourage, and reward faculty that are involved with students.
- A true leader and a visionary not only for the University, but also for the state.
- Someone who inspires hope and confidence in ability to educate our children.
- Has the ability to recruit top talent.
- Someone who can be inclusive with respect to diversity, understanding importance of racial issues.
- Someone who loves the students; has passion.
- Will work well with other Mississippi university presidents.
- The new chancellor will need to understand the traditions and heritage of Ole Miss.
- Has a strong vision for the future.
- Someone who is an academician and athlete, like Chancellor Khayat.
- Understands the importance of athletes and academics.
- Understands the Greek system and will support its development.
- The new chancellor should have a combination of a strong connection to UM and national exposure.
- Please do not be seduced by the candidate from Harvard.
- Choose a chancellor who will stay connected to the Alumni Association.
- The new chancellor should keep the Alumni Association directly connected to him.
- Someone who is a true friend to the University of Mississippi.
- Extends a hand of friendship and love, starting with students and extending to other areas, nationally, within the state, UM facilities, and athletic program.
- Makes keeping all the campuses connected a priority.
- Find someone who has trust, vision, outstanding communication, which equals effective fundraising.
- Someone who will maintain the academic representation of the institution and value of the degree.

Suggestions:

- Interview Chancellor Khayat in order to obtain true job description.
- Promote from within.

Session 4: Assistant Vice Chancellors, Assistant Deans, Academic and Non-Academic Department Chairs, Department Heads and Directors

Qualities:

- Will maintain sustainability issues.
- Will look beyond the state, region, and country, not only for enrollment but to enrich the culture of UM for all the students and increase international relations.
- Please consider a person with a liberal arts background.
- Someone who will attend to the quality of graduate students by increasing stipends.
- Important that the new chancellor continues to correlate the missions of academics and athletics, maintaining the dialogue between academics and athletics.
- Someone who is energetic and enthusiastic in regards to facilities--residence halls, Turner Center, Student Union—places where we can gather as a community.
- Important that the new chancellor sees students as a whole person with a bold vision for continued undergraduate student development.
- Someone who has no more important job than being chancellor.
- Someone with a concrete vision and visionary goals.
- Someone who knows what universities do; understands the value of research.
- Someone who will work on legislative and public perceptions which can lead to starvation diet.
- A visionary who will find ways to accomplish vision during economically trying times.
- Someone who realizes that higher education is facing economic challenges affected by new technologies.
- Needs to balance quality with competitiveness with technology.
- Someone who will support research enterprises—vibrant faculty research comes from the chancellor.
- Someone who is concerned about the status of women and is dedicated to creative and energetic solutions to diversifying the campus.
- Someone on the cutting edge of gender issues.
- Someone who will listen and be thoughtful in approach.
- Someone who has respect for diversity that exists on campus and commands respect from all groups.
- Candidates should not be one single type of person but more importantly have leadership capabilities.
- Should understand and appreciate competitive challenges bringing groups together to affect change.
- Consider enrollment pipeline and be creative and reach out of state.
- Will retain the state's best and brightest.
- Should be a leader who has experience in innovation.
- Should be interested in new revenue streams.
- Concerned with sustainability and doing more with less.

- Someone who can identify strength and passion of the people here.
- Maintain continuity, identifying key things UM is doing well and continue.
- Someone who is willing to look outside the box so UM can compete in SEC.
- Will give attention to on-campus housing issues to better attract recruits.
- New chancellor should be an advocate of experiential education; our average students need experience such as internships, cooperative education, service and volunteerism to make them more competitive in the job market.
- New chancellor must be able to maintain family touch.
- Must be attentive to equity and access to education and work to increase need-based scholarship money.

Session 5: Faculty Senate

Qualities:

- Important to keep the faculty involved in the governance and decision-making processes.
- A vision of shared governance.
- The new chancellor should seek a voice of greater faculty input.
- Someone who values and understands graduate education and will place a new emphasis on graduate education and increase in graduate enrollment.
- Continuity between the old and new chancellor.
- Sustainability and commitment.
- Stability and balance.
- Approachability.
- Recognize the various types of research conducted and the benefits thereof.
- Be open to finding ways to combine disciplines across different schools.
- Anticipate needs and set long-term goals.
- Be open-minded to dialogue with the community about our goals.
- Visionary leadership.
- Make sound decisions that coincide with our existing values.

Session 6: University of Mississippi Foundation Board of Directors

Questions posed from the UM Foundation Board of Directors to the IHL Board members:

- What will the job description entail? Response: It has not been prepared yet. These listening sessions are the first step in that process. The job description will be developed shortly. Input gathered today will help fashion the job description. The Board recognizes that it must include an incredibly strong record of fund raising.

- Should the chancellor come from academia? Response: We are hearing from all the different constituencies today who want someone with different attributes. There is no set of rules.
 - How do you get anyone to continue to build up and on the foundation laid by Dr. Khayat? It is a challenge to get someone who won't let it slip for a few years while they learn the Ole Miss family.
 - Dr. Khayat is someone to whom you can't say no. How do you recognize that type of person in an interview?
 - Dr. Khayat got all types of families to identify with Ole Miss. He has that skill to make you identify with this university and its mission.

Questions posed from the IHL Board members to the UM Foundation Board of Directors:

- How would you measure whether someone is good at fundraising? Response: Experience and knowledge that the expectation was there.
- What kinds of experience should the chancellor have? We recognize that Robert Khayat has a demonstrated record for garnering large gifts. He raised friends, then funds.
 - That is what made Robert Khayat's chancellorship unique – he had friends – part of the Ole Miss family – and he had vast fundraising experience.
 - Relationships – Any successful fundraiser knows that you discover the interests of potential donors and match those interests to the needs of the institution. If the next chancellor comes from outside the Ole Miss family, he or she should match themselves up with someone who knows the relationships within the Ole Miss family, like Gerald Turner did with Robert Khayat.
- What would you suggest we look for? Response: Don't consider someone without fundraising experience.
- Which is easier to supplement – academic experience or fund raising experience?
 - We need a strong #1 and #2. It might work either way.
 - Gerald Turner got Robert Khayat to raise money. He knew he needed that. He recognized that.
 - Need to recognize that when someone wants to make a major gift, they want to make it to the chancellor (#1). But that can be worked out. Chancellor Khayat understood our academic mission. When he raised money, there was no question that the academic mission was uppermost in his mind. Example: The residential college. While it will be a nice place for students to live, it is about the academic mission. The new chancellor must recognize the academic mission regarding fund raising and all other aspects. It has to go together— fundraising and credibility regarding the academic side. He or she needs academic credibility.
 - All activities, including the Presidential Debate, focused on the academic mission.

- We need to find someone to wear all these hats. This person must have a vision for the University and the ability to lead the UM Foundation and the entire university to invest in that vision while adjusting to the economic times. Some constituents have a narrow vision—can't see past athletics, etc. The chancellor must make it about the whole.
- The chancellor must be a great listener who knows how to gather great people around him and let them do their jobs.
- Dr. Khayat was always a UM person. The next chancellor possibly will need a better set of consensus building skills. We understand the trust level with Dr. Khayat.
There cannot be a replacement in that sense. We want someone who will not stand on the laurels as they are now and will move the university forward, a person who will not let us get comfortable. Response from the IHL Board: This is a unique situation, not unlike when Dr. Lucas retired. This board has not filled a leadership position with the incumbent having this length of service with established relationships. This is a different kind of search.
- UMMC Office of Development has just gone through the process of hiring a director. This experience proved the importance of the new chancellor's ability to get to know the people of Ole Miss and the relationships regarding friend raising and fund raising.
- This person should have experience and understand the importance of a private foundation and its independent role and how that works for the good of the University.
- We must remember that the Robert Khayat who became Chancellor in 1995 came with the basic values that made him the Robert Khayat whose retirement causes us to grieve in 2009. He has a love of learning; understands academic life, Greek life, athletics, fundraising, etc. We must find a person with those values and who loves this place and who will come in now and grow just as Dr. Khayat did.

The Search Committee Chair addressed the next steps:

- Appointing a national search consultant.
- Preparing a position announcement.
- Appointing a 15-20 member campus search advisory committee who will do the lion's share of work with the consultant during this phase.
- This committee will self-select a smaller committee who will stay with the IHL Board through the entire process.
- The goal is to have the new chancellor named by the end of May.

Session 7: Staff Council and Professional and Support Staff

Qualities:

- The University employs 2,420 permanent faculty and staff of which 1,741 are staff members. We would like to continue to have a voice in university planning, to be shown due respect and consideration, and to be asked to provide input in matters that concern us and ultimately impact the success of the university.
- We hope the next administration will maintain a progressive approach to employment practices and consideration of what would benefit staff members most in their employment with the University.
- The first thing Robert Khayat did was to order new trashcans and to talk to the Physical Plant workers to instill pride in their work and its importance. He built an army of talented people from support staff to professional staff. We need someone who will do that.
- We need someone who will be sensitive to the talents of all the staff and will provide respect for us and our work and the importance of benefits like health insurance, and the educational opportunities that are available to staff.
- This person must be sensitive to the academic needs of the University. Must have the skill set of understanding how hard the entire Ole Miss community has worked to get where we are and to help move us forward.
- We need someone who understands the impressions of faculty and staff on the outside world. Someone to continue to care about the beauty of the campus; someone who will continue to bring personalities to campus (example: Colin Powell).
- Importance of creativity. There is an explosion of activities and opportunities on campus. We need a leader who will implement the element of change. Someone to continue the forward thinking and legacy of Robert Khayat.
- Question: How much experience in fund raising will be expected? Response: The ability to raise private funds has always been important but is indispensable now given the current economic climate. There is no litmus test but it is doubtful the Board will consider someone without a proven record of fund raising. Because of the work of the entire Ole Miss community, including staff, and the successes brought about by your work, this University is in a position to expect an incredibly high pool of applicants for this position.
- We need someone to continue recruiting new, high-quality students. This person needs to be sensitive to and have a listening ear to the front-line recruiting people. Needs to listen not only to administrators but also to the people actually out there recruiting.
- Chancellor Khayat is a life-long learner. He came in and learned through the years. We need another chancellor who is willing to learn and who understands our distinct culture—the uniqueness of our University, how our University functions.

- Every day, Chancellor Khayat focused, in some way, on students. We need someone who will continue to focus on students. If the chancellor is looking out for the students, he or she will be looking out for me, as a staff member.
- Mississippi is an unusual place. We need someone who is sensitive to the South—that we are more than people think we are; someone who is excited about what they would find in this State.

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Session 8: University of Mississippi Medical Center Faculty and Staff

Qualities:

- Have an understanding and knowledge base of healthcare and the ramifications for the state because they are a billion dollar industry with close to 8000 employees and serve ½ million patients a year.
- The new chancellor should be aware and knowledgeable of the nursing program.
- Partner with UMMC to support and provide leadership and recognize unique nature of this campus and be aware of the leadership that already exists at the Medical Center campus.
- Be willing to seize opportunities as they arise from the health care industry, which may result in new academic support sponsorships that may arise on the Jackson campus, as well as the Oxford and Southaven campus.
- Be willing to be approached by small academic program leaders to help them further the UMMC programs.
- Appreciating the research mission and continue with the extreme momentum we have built over the last few years.
- Appreciate the opportunity with the infusion of research dollars from the United States stimulus package and work with the Vice Chancellors in achieving our research mission.
- Understands that their faculty work on 12-month contracts.
- Know that all of the programs work with patients.
- Help us with serving the social and economic needs of Mississippi.
- Continue to improve education, research, and service areas.

- Has a tie to Mississippi and a good understanding of our state and our needs.
- Understands need for students to graduate from program and go out into the state and better serve those in the state.
- Be aware of vision and course of vision for the school.
- Should have a clear vision of the direction for the school and communicate to us and make sure the vision is the same that we want to align ourselves.
- Encourage candidates to make their vision clear to Board and make sure that is something that you agree with.
- Experience with administering over a health science center.
- Communication to get everyone to work well together.
- Work to grow the class of students so we will increase those working in the state.
- Be proud of their connection with Ole Miss and want new chancellor to recognize differences between Medical Center and other educational institutions.
- Recognize and appreciate differences.
- Have ability to be nimble with business sector and our interactions.
- Would like a collaborative environment between the two institutions, Medical Center and Main campus.
- Build on the momentum of the collaborative environment.
- Expand student platform at the two campuses and foster relationships.
- Seek an open and responsive individual that is open to communication from all.
- Seek individuals that are open to enhanced development on all campuses.
- A person who allows the students to be involved.
- A person who is knowledgeable in SAP records.
- Someone who will increase student connections between UMMC and Oxford.
- Someone who would foster relationships between the two campuses.

Session 9: General Faculty

Qualities:

- The new chancellor needs to be aware of the need of quality graduate education and the importance of the combination of undergraduate, research and graduate entities to make a well-rounded university. The Committee needs to ask questions of the candidates as to how they will address the graduate school issues.
- The new chancellor should sustain Chancellor Khayat's vision of going beyond limiting ourselves to being just a great university in the south or the nation, but a **great university – VISION is very crucial**.

Session 10: University of Mississippi Alumni, Community Leaders and General Public

Qualities:

- Have a passion and love of working with young people and students here on campus. This position works with students every day. That's why we're here.
- It is important that we keep the balance we have on campus in academics and athletics. Needs to know they are coming into a competitive situation in the Southeastern Conference. We want to keep strong academic and athletic programs, and there is no reason that can't be accomplished.
- A few top questions to consider asking candidates:
 - Are you accustomed to working 24/7?
 - We have approximately 100,000 alumni. Do you think you can serve a small state university?
 - The chancellor needs to be able to raise money. Can you come into a state where money appropriated to the university is decreasing and be able to operate effectively?
 - If you are not already in the Southeastern Conference, can you balance athletics and academics competitively?
- It is important for the chancellor to continue the improvement and expansion of the buildings on our campus. Ask candidates to express their opinions, feelings and imaginations about how they might continue campus wide improvements.
- Someone who will be personable and accessible with the University staff at all levels. Reach out to staff to keep everyone motivated and make them feel appreciated regardless of their position. When in different departments, take time to stop by and meet your employees. Recognize that the entire University staff is part of the success of the University, and let them know that their input matters. It's important to have a great staff that wants to be here.
- It is very important for people to feel like they work "with" the chancellor instead of working "for" the chancellor.
- Want a leader who is welcoming and always willing to listen.
- Would like a leader that takes pride in all aspects and functions of the University. Example: going out of the way to pick up trash. We need a chancellor that feels the same way.

Comments/Questions:

- Hopes the new chancellor will be open to keeping the same reporting structure. The Athletic Director and the Executive Director of the Alumni Association report directly to the chancellor. This system has worked very well at Ole Miss. There is sensitivity in both areas. It is important for people in both positions to be able to communicate with

the chancellor on a daily or weekly basis. It is also important to be able to pass on the thoughts and feelings of our alumni.

- Would like for the chancellor and his/her team to reconsider having Colonel Rebel as our mascot. Would like for the issue with the song, "Dixie," to also be reexamined.
- Will you explain the criteria and specifics of what you are looking for in a chancellor?
Response: From the earlier sessions during the day, the audience identifies with many of the same qualities – a very strong visionary leader; someone who won't let the momentum slip; someone who will maintain the standard of excellence and encourage everyone to be the best they can be; and, someone who has the ability to build relationships and communicate effectively. The board is aware that it is very important they understand the context of the organization this person will lead. These listening sessions offer the chance for the board to hear what the community believes is important and helps them determine the qualities they seek in a leader.
- Concerned about timetable the committee placed on themselves to find a replacement. Doesn't want the committee limited by time rather than quality. Response: The listening sessions today will produce some quick decisions that will be initiated to get the search launched. Within the next several days, the committee will select a search consultant firm from the proposals they have received. They will appoint a campus advisory committee, which is one of the most important pieces of this process. Letters have been sent out to different contingency groups asking for nominations of people to serve on the campus advisory committee. Nominations have been received, and the board will select 15-20 members to serve on the committee to represent the entire campus structure. Hopefully, the committee will be named within the next week or so. The campus advisory committee and the search consultant will then work on publishing the position announcement and populating a pool of potential candidates. Due to the nature of the search, the board believes they will have a strong pool of candidates. The campus advisory committee and the search consultant will oversee this process, and pass on to the board those chosen for first interviews. The campus advisory committee will select five to seven of its own members to sit with the full search committee in the interview process. From the first round of interviews, assuming the search process goes smoothly, the top final candidates will have a round of interviews with entire board. From the final interviews, the board will make a determination if the search has produced a strong candidate to bring to campus as a preferred candidate. The preferred candidate will meet with and take questions from all of the contingency groups. The board will view these meetings in real time feedback throughout the day. If possible, the board will name the new chancellor by the end of the day. Taking all of this into consideration, the board feels confident this timetable can be met and hopes to have someone in place by the end of May. However, if the board doesn't feel like they have the right person, they won't stop search. The IHL website will be a great source of information for people to remain

updated on the search – go to www.mississippi.edu/ihl and click on the Ole Miss icon. A feedback forum is also available for individuals to communicate with the board.

- Is there enough time for a nationwide search? Will there be an announcement of finalists for the job? Will there be a time period to receive feedback on the finalists from alumni and University supporters without interfering with the decision and its process? Response: The search process that is currently employed does not provide for public disclosure of the names of the full set of finalists. It is very easy to lose fine candidates during the process if confidentiality isn't kept. In larger schools, there is a situation where it is extremely difficult for a current president to seek a presidency of another university. There is a necessity for confidentiality in order to keep the highest quality pool and highest quality of candidates in the search until the end. There is a policy not to disclose the names of the finalists. However, they can disclose the name of the preferred candidate at least a week before the person is brought to campus to give everyone access and to build their own research on. This process has been proven successful in past searches.

Session 11: University of Mississippi Athletic Association Foundation Board of Directors

Qualities:

- The president (chancellor) plays a symbolic role in the NCAA. Through sports, a positive visibility is brought to the University.
- A good candidate would keep focus on athletics as well as academics.
- The chancellor will be the voice of the university. That person should be someone who stands up for what they believe is right.
- They should be secure in themselves.
- Keeping a focus on athletics is a positive because, for instance, every time a school is on television it attracts attention to the university and attracts students.
- For instance, coming this fall, a lot of positive attention will come our way because of our ranks in the pre-season football polls. The university will get a good bit of media attention. We want someone who has an appreciation for that, and can take that interest and attention and direct it in a positive way. Let them make a personal investment in the university, it draws people back here over and over again.
- In regards to a candidate having a history or ties to Mississippi, that is a nice characteristic to have. However, we'd hate to see limitations put on the search. A good deal of factors should be considered such as family, where they went to school, etc. Because of our recent media attention from the debate and other things, we feel the candidate pool will be quite substantial. The dynamics need to blend. It would be nice, of course, for the candidate to have a background in Mississippi.

Session 12: Undergraduate and Graduate Student Leaders and General Student Body

Qualities:

- Open to ASB and all students.
- Student voice needed in chancellor search.
- Someone who can sit down with students, hear what students want and need and cater to those needs.
- Personable (e.g. Chancellor Khayat's morning walks).
- Available to the average student.
- Someone who truly listens to students.
- Someone who will be very active in the Green Initiative.
- Committed to the University's sustainability and American College and University Presidents' Climate Commitment that Chancellor Khayat signed.
- A student read a petition from the Green Initiative student group asking that the next chancellor support sustainability efforts. Response from the Search Committee Chair: The Chair asked for the petition from the student group and said that sustainability and the Green Initiative have been strongly emphasized by multiple groups. The head of the Mississippi Department of Environmental Quality recently visited UM to look at the green initiatives happening on campus. She was very impressed with everything the University is doing.
- Someone who is an excellent strategic planner.
- Someone who has excellent oversight over the budget.
- Someone who meets the needs of graduate students (e.g. stipends, health insurance).
- Commitment to diversity on campus (e. g. One Mississippi).
- Someone who is committed to things like the Presidential Debate and Research Institutes.
- Commitment to the international community.
- Someone who will develop an overriding thematic mission/idea and who will sell this idea like Chancellor Khayat has done with "A Great American Public University".
- Someone who can say where he or she wants the University to be in 10 years.
- Someone who will give attention to and develop specific recruiting efforts for non-traditional undergraduate and graduate students.
- Someone who realizes the needs and potential of non-traditional students.
- Someone who will cultivate a community service commitment and who will create public service programs for students (e.g. Columns Society).
- Program UM could possibly model is UNC Chapel Hill's "Public Service Scholars Program".
- Someone who will give attention to international students and recognize the language and culture barriers that exist for them.

- Someone who will develop programs to help international students learn English and to break down the culture barrier by helping international students mix with the local community and other students on campus.
- Maintain support for programs like the Sally McDonnell Barksdale Honors College, Lott Leadership Institute, and Croft Institute for International Studies.
- Someone who will reach out to students and consider their interests.
- Response from the Search Committee Chair: The committee knows that the next chancellor will need to have a global perspective.