

CHARGE TO SEARCH COMMITTEE, UNC-TV

November 27, 2018

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Good morning. It's nice to see so many familiar faces and thank you for agreeing to serve on the UNC-TV General Manager search committee.

UNC-TV is a successful operation. But continued success is far from guaranteed and leading UNC-TV through a digital environment that is going through radical changes will take vision and leadership.

And UNC-TV is a treasured asset of this state and of this University System. The digital footprint it has built, the award-winning content it produces, the partnerships it has and continues to forge- all stand to accelerate University's and UNC-TV's mission in significant, even game-changing ways.

But to do so will require a strong General Manager and finding him or her is your remit.

In a new General Manager, we need someone who can articulate an ambitious role for UNC-TV within the UNC System and within the state; we need someone who can empower the outstanding UNC-TV team; and we need someone who can see where this field is headed and make the tough decisions to keep UNC-TV financially stable and highly relevant amidst the changes.

But before you get to the work at hand, I have a few process and logistics points to go over about how this all looks going forward.

I. COMMITTEE STRUCTURE AND OPERATION:

In forming the search committee, Board Chair Eric Teal has, with my consultation, selected a group that is broadly representative of the UNC-TV family – including current and former Trustees, industry and community leaders.

You are an impressive group. You know the state, you know education, and you know media and broadcasting. The range of expertise of this committee will be a major asset during the search.

As the process unfolds, there will be parts of your work and internal discussions that must be held in confidence. This is critical.

Breaking confidentiality can seriously or even irreparably damage the search—and ultimately harm the institution and the prospective candidates.

When there is a need to engage with the media or other interested external groups, I urge you to allow your Search Committee Chair to serve as the spokesperson for the search committee.

This is vitally important to prevent misinformation and leaks.

II. SEARCH PROCESS

The Committee is guided by all appropriate provisions of the law and The Code and must carefully follow the requirements of the North Carolina Open Meeting Law.

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Lynn Duffy from the System office will talk with you more about these specifics today and throughout the process. She is my representative to the Committee and has the details on how to maintain records and documentation, including keeping minutes, making arrangements for meetings and travel, and processing budget requisitions.

Your efforts will also be well served by the use of an experienced executive search consultant. Board Chair Eric Teal, has worked with the System Office to find the search firm that best fits our needs and after a competitive RFP process, Livingston Associates has been chosen as the search consultant.

Livingston Associates specializes in Public Media and will help identify and recruit strong candidates, as well as provide “deep background” information to assist the committee in narrowing the field of candidates.

But don’t leave it up to them. Again, I’ll note that this committee is an all-star group. You know who would do well in this position and I urge you to encourage those you know to nominate potential candidates.

All the resources you need will be made available to you, but UNC-TV will bear the financial costs of the search and so we ask you to be disciplined stewards of the budget and expenses.

The goal of the search committee is to achieve a working consensus about all major aspects of the search process. As you do so, it is important that you get broad input into the job specification from major constituencies.

Hearing from our stakeholders – through intentional outreach -- is a key step in the process. The next General Manager needs to have the respect and support of those he or she leads and works with and that happens when those people are involved and included in the search.

As a Committee, you will also be responsible for:

1. Developing the leadership profile. This profile will guide you in identifying the criteria that will become the basis used to evaluating candidates. Take time to reflect on this; getting the right “fit” with our new leader is critical.
2. Developing a search and advertisement strategy by following University guidelines to ensure an equal opportunity search.
3. Deciding how you will narrow the pool of candidates. You will need to come up with a working list of candidates to be interviewed based on how they fit the needs of UNC-TV and how they stack up against your leadership statement.

As I said earlier, in order to serve on this search committee, each of you must agree to honor the commitment to the confidentiality of closed session deliberations. It is essential to ensure an effective search.

The candid comments and discussion from members of this committee as you consider prospects, nominees and applicants are confidential. They must not leave the room.

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You must also keep the identity of those being considered confidential except with the permission of the candidate and at a time mutually agreed upon by the search committee and me. This may be very important to someone's career.

Finally, as I mentioned, Lynn Duffy will be the president's liaison during the search and will provide support services. Lynn has an extensive background in Leadership and Executive Search and will be available to you as a resource.

III. SEARCH RESULTS

A few final nuts and bolts:

Once you identify the most highly qualified individuals, it will be the duty of the search consultant, in cooperation with the support staff of the search committee, to bring these individuals into the pool for consideration by the committee.

You should narrow the pool to three individuals. Three finalists, are sent forward to the president for review.

As you all know, Bill Roper will be serving as interim-President this spring. I've spoken with him about the search and as a long-time leader in this state with a strong of the System, he is ready and well-placed to receive your recommendations.

Once he receives the three names, he will then send the top candidate to the Board of Governors for consideration and approval.

Each of the three you send along should be individuals whom this committee believes can serve with distinction as leader of UNC-TV.

As you consider the selection, I urge you to consider a few key characteristics:

- We need a leader with integrity, one who has the courage to make the right choice, not the easy choice, and one who is guided by a deep understanding of and commitment to the mission of the UNC System.
- We need someone who values education and wants to expand access to education across this state. Who sees that UNC-TV excels when it connects North Carolinians who may be far from our campuses to content that fuels inquisitive minds, teaches about the world around us, and extends to more people the opportunities that come with education.
- We need someone who can build partnerships.
 - That means someone who sees the value in being a part of the UNC System and working with the President, the Board of Trustees, the Board of Governors, and the 17 institutions.
 - It means someone who can grow the partnerships that span this state and give UNC-TV its vitality.

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- And it means someone who can develop the donor relationships – the partnerships – that provide UNC-TV the resources it needs to thrive.
- We need someone who can build on and continue to grow the strong reputation of UNC-TV and articulate its role in this state and in this System;
- We need someone with life experience, someone who knows firsthand how to manage and lead a complex organization – and who can do it with a transparent, inclusive, and collaborative style.
- The candidates you find may have public media background but they may not. I urge you to keep an open mind and remember that great leaders come from many backgrounds.

Our goal is to have the selected candidate in place in spring 2019, but the committee should take the time they need to ensure they feel confident the candidates they forward along are able and prepared to lead UNC-TV in the years ahead.

It is more important to get the right person than to meet a timetable. That said, we are hoping to have new General Manager in place by April 30, 2019.

Your work is not done, however, with the selection of the new general manager. Upon conclusion of the search and appointment of a general manager, the members of the search committee will serve as emissaries to each of UNC-TV's major constituencies and as advocates for the new leader.

Thank you again for your willingness to serve. We're grateful for this group and I'm confident it's the right set of people to find the next leader for UNC-TV.