

SUBJECT: Presidential Search Process

With the submission of the short list to the Board of Regents for their consideration, the presidential search committee has completed its task. The Board was impressed with the objectivity of the process and will be adopting it as the standard for future searches. As such, I am sharing the search process used by the committee with the college community.

COMPOSITION OF THE SEARCH COMMITTEE: On April 5, 2011, Board Chairman Mida called a meeting to organize the presidential search committee. In attendance were Chairman Mida; Regent Churchill Edward; HR Director Rencelly Nelson; FSS President Faustino Yarofaisug; and Executive Assistant to the President Norma Edwin. The group agreed to the following composition:

- 1 Regent, who will chair the committee
- 5 representatives from the state campuses (one from each campus)
- 2 national campus faculty representatives
- 2 national campus non-faculty representatives
- 1 national campus student

HR Director and Executive Assistant to the President were assigned as staff to the committee.

The national Faculty Staff Senate was asked to select the four national campus faculty and staff representatives; the national SBA was asked to select the student representative; and the Campus Directors were asked to coordinate the selection of two faculty and three staff from different areas of the college. As a result, the following were selected to serve on the search committee:

- Regent Churchill Edward, Chairman
- Faustino Yarofaisug, national faculty
- Susan J. Moses, national faculty
- Gordon Segal, national staff
- Martin Mingii, national staff
- Sylvia Elias, national student
- Debra Perman, Pohnpei faculty
- Kind Kanto, Chuuk faculty
- Kasiano Paul, FMI staff
- Nena Mike, Kosrae staff
- Teresa Filepin, Yap staff.

PROFILE DEVELOPMENT: To determine the leadership qualities required of the new president, the committee conducted an institutional analysis by surveying the college community to establish where we are, where we want to be, and what kind of leader can

take the college from where we are to where we want to be. The survey asked the community to: 1) list three of the most pressing challenges faced by the college, 2) list three of the college's highest priorities, and 3) list three leadership qualities required of the new president.

The committee then identified themes from the responses and established seven challenges (the first two questions were combined because the responses were similar) currently facing the college and a position profile for the new president. These were incorporated into the position announcement. (See attached announcement.)

PRESIDENTIAL SEARCH ANNOUNCEMENT: The position was officially opened on June 16, 2011, and advertised in the Chronicle of Higher Education (both in the newspaper and online), Kaselehlie Press (both in the newspaper and online); HigherEdJobs.com; and COM-FSM website; sent to ACCJC and PPEC institutions, local agencies in the FSM (usual places that our vacancy announcements are sent); and announced on local radio stations in Pohnpei, Kosrae, and Yap.

When screening commenced on July 15, 2011, thirty-three applications were received; one later withdrew.

INITIAL SCREENING: A paper screening rubric was developed to determine on a scale of 0 to 5 how well the applicants met the minimum qualifications and position profile as stated in the presidential search announcement. (See attached rubric.) Although only ten application packages were complete, the committee decided to review all applications. Those with complete packages would have the advantage of having complete information while missing documents could factor into the rating for those with incomplete packages. Using the rubric, each committee member rated all the applicants. The scores for each applicant were totaled, and the totals ranked.

The committee then discussed each applicant sharing reasons for their scores and as a group determined if the applicant met the minimum qualifications and had enough relevant experience per the job profile to warrant an interview. The top nine ranked applicants were selected to be interviewed by telephone.

TELEPHONE INTERVIEW: The committee prepared twelve questions for the interviews. The questions were behavioral based to elicit evidence of the candidate's ability and experience in addressing the seven challenges and performing the duties of the position as stated in the search announcement; theoretical questions would not have provided evidence of the candidates' ability to implement what she/he said. The committee wanted to identify candidates with a positive track record in the priority areas identified in the survey.

All interviews were conducted via telephone to give all candidates equal footing. These interviews were held during the week of the Presidential Retreat so off-island committee members could be physically present during the interviews and ensuing discussions. The

interviews were recorded to accommodate conflicting schedules of the members; all members heard all interviews.

During the interviews, each committee member rated each response on a scale of 1 to 5 with five being the highest on how well the candidate answered the question and the relevancy of the response to the question. After each interview, the committee briefly shared their impression of the interview.

SHORT-LISTING THE CANDIDATES: After completing the interviews, the committee met twice. During the first meeting, the committee went over each candidate's credentials, experiences, and responses to the interview questions to measure their leadership ability to address the stated challenges and priorities of the college and to inspire the college community and stakeholders to move the college forward. Based on the discussions and the individual ratings, the committee narrowed the field to five candidates.

The Human Resources Director was tasked to conduct reference checks on the five candidates. During the second meeting, additional information was shared. After careful consideration of the information, the committee unanimously voted to recommend only two names to the Board.

With the submission of the short list to the Board of Regents, the presidential search committee completed its task of utilizing criteria and procedures "which are fair, objective, practical, do not discriminate on the basis of sex, marital status, physical handicap, race, religious or political preference, place of origin or ancestry" that resulted "in the impartial selection of the ablest person for the particular job" as prescribed in the college's enabling law, PL 7-79.