

Commission Member Questionnaire Themes

THE GOVERNOR'S COMMISSION ON THE GOVERNANCE OF PUBLIC
UNIVERSITIES IN NORTH CAROLINA



To what extent do you support specific ways to strengthen diversity considering the requirements of the statute and what types of approaches would you support?

Respondents generally agreed for the need to explore ways to strengthen diversity of members of BOG and BOTs. Support for which areas of diversity should be prioritized varied across the respondents with the strongest emphasis around **geographic diversity**. Other areas of diversity suggested included:

- ▶ Experience
- ▶ Gender
- ▶ Racial/ethnic
- ▶ Sector
- ▶ Thought



To what extent do you support specific ways to strengthen diversity considering the requirements of the statute and what types of approaches would you support? (continued)

Respondents suggested multiple approaches to strengthening diversity. Two themes emerged in the potential strategies. The first is creating requirements (or goals) to appoint members based on various aspects of diversity. Multiple respondents identified the need for a legal opinion for which requirements would be allowable under the law. The second involves changing the nomination and vetting processes.

► Appointment Requirements or Goals

- Appointments by Congressional Districts
- Previous minimal representation requirement
- Representation that corresponds with the % that interested groups represent in the general public
- A goal for representation with a regular reporting requirement

► Nomination and Vetting Processes

- 3rd party nomination process
- Regular review of where the BOG needs support on various priority issues and use that to support member election
- Use of matrix to identify candidates' personal qualifications and experience
- Transparent vetting process



How can the Commission make the case that greater diversity is a strength and that it can add value to the enterprise?

- ▶ Review the existing statute
- ▶ Review existing literature around the importance of diversity, including review of the Racial Equity Task Force Report
- ▶ Enhance transparency with annual report on diversity metrics
- ▶ Engage business leaders
- ▶ Support engaging and educating key constituent groups on the importance of board diversity



To what extent should appointment practices and expected outcomes at both the Board of Governors and institutional trustee levels be similar?

Respondents generally agreed that appointments practices and expectations may be similar but need not be the same. Multiple respondents indicated this is an area that they would like the opportunity to continue thinking through.

- ▶ Suggested Ideas around appointment practices and outcomes:
 - ▶ Campuses leaders should have a role in BOT nomination/selection
 - ▶ There may be a role for the General Assembly, the Governor, and campuses in appointments
 - ▶ The power for appointments should not be concentrated to one entity.
 - ▶ Outcomes need to be well defined.



What types of diversity in leadership roles (chairs, vice-chairs, committee chairs, etc.) should be prioritized?

Most, but not all, respondents suggested that diversity across leadership roles was of particular importance. Some suggested that to achieve this it ought to be prescribed, while others said this should be approached through recommendation and required reporting. A few felt that leadership diversity should not be prioritized.

Additional considerations included:

- ▶ Professional ability and leadership experience need to be considered
- ▶ Leadership should represent the diversity of the state
- ▶ Focus on length of previous leadership service



Should any specific types of qualifications or disqualifications be considered as in some states? Should we speak to issues like length of term, board size, or other factors that can encourage diversity and independence?

There was agreement across respondents that these types issues should be discussed as part of the Commission. While respondents suggested numerous ideas (listed below) there was not a consensus amongst potential approaches.

▶ Independence

- ▶ Consider how changes to the below topics may be used to further promote independence

▶ Qualifications

- ▶ Suggested guidelines (not requirements) for qualifications to serve on BOT and BOG

▶ Disqualifications

- ▶ Lobbyists should be disqualified
- ▶ Those with conflicts of interest should be disqualified

▶ Board Size

- ▶ 24 may be the right size to allow for diversity
- ▶ 24 is too large and promotes regional representation

▶ Lengths of Service

- ▶ Terms should be lengthened for increased independence
- ▶ Terms should be shortened to bring fresh perspective



Should we consider recommendations about additional members (ex-officio or otherwise to be added at the Board of Governors or institutional level) as other states have done to establish a greater connection with other key sectors such as the state superintendent of schools, community college leaders or workforce system leaders?

There was agreement across respondents that considering recommendations is within the scope of the Commission and merits additional discussion. Respondents shared some potential types of ex-officio members to consider, including:

- ▶ Community College Leaders
- ▶ K12 Leaders
- ▶ Economic Development Representatives
- ▶ Workforce Leaders



Should we consider recommendations regarding the vetting, interviewing, and selection process of legislatively appointed members?

There was not agreement across respondents about whether this is an area that the Commission should consider recommendations. Those who felt that this was within the scope of the Commission tended to believe that any approaches that could allow for increase in diversity, experience, and independence should be considered.



Should we consider multiple appointing authorities – majority and minority leaders in both houses of the General Assembly, the Governor, others for either the BOG or institutional trustees?

Most respondents agreed this should be considered as part of the work of the Commission. Some respondents highlighted potential recommendations of allowing both the majority and minority party to have appointment authority.



Are their specific ideas you have about the responsibilities and duties of governing board members that should be included in our report?

There was not agreement across respondents about whether this is an area that the Commission should consider recommendations. Some respondents felt this was outside or non applicable to the charge of the Commission. For those respondents that felt this is within scope, they suggested the following ideas:

- ▶ BOG Members and Trustees have a fiduciary duty to their institutions, not to the appointing authority
- ▶ Needs to be apolitical with sound, evidence-based educational decisions
- ▶ A delineation between policymaking and management
- ▶ Responsibilities needed on how to engage on issues of academic freedom
- ▶ A process is needed for board course correction and discipline of own members



Please list specific groups or individuals who should be invited to submit recommendations.

- Alumni
 - Alumni Association Presidents
 - HBCU Alumni
- Government
 - General Assembly members (current and former)
 - Governor's office
 - Council of State
 - Superintendent of Public Instruction
- BOG & BOT members
 - Current & former members
 - Former Chairs of BOG
- Institutional leaders
 - Chancellors
 - Faculty Assembly
 - Staff Assembly
- UNC Association of Student Governments
- Business
 - Business leaders
 - Black Business leaders
 - NC Chamber of Commerce
 - Local chambers of Commerce
- Non-profits, examples include:
 - NC Association of Educators
 - NCAACP
 - Common Cause
 - Hunt Institute
 - Locke Foundation



As we gather input from key stakeholders, what questions might we pose to focus that input on productive and future oriented recommendations while minimizing complaints about prior actions?



▶ **Current Structure**

- ▶ How does the current BOG membership represent/misrepresent your institution or community?
- ▶ What voices and perspectives do you think our boards currently lack, and what are the best ways to ensure these voices are heard?
- ▶ Can you cite any that you felt were responsive/nonresponsive to the needs of the institution?
- ▶ What conversations should the BOT or the BOG be engaged in, and how well equipped are our boards at this present moment?
- ▶ Are you aware of policies or funding recommended by the BOG for the institutions in your area?
- ▶ Do you know the role/authority of the legislature to the BOG and trustees of constituent institutions?
- ▶ If you understand the appointment authority of the legislature, do you agree?

▶ **Ideal Structure**

- ▶ In a perfect world, if you were tasked with creating a BOG and BOT system for a public university system, what would it look like?
- ▶ What do you think the balance should be between governing boards, institution administration and institution academia?
- ▶ What is your dream for a balanced equitable approach for Higher Education in the NC System?
- ▶ if you could design the system of governance for the University what would be the most important features you would include?
- ▶ Who should appoint or elect the members of governing bodies?

As we gather input from key stakeholders, what questions might we pose to focus that input on productive and future oriented recommendations while minimizing complaints about prior actions? (continued)

▶ **Board Role and Expectations**

- ▶ What do you think the role of the BOG and BOT should be?
- ▶ What are the attributes for good board candidates?

▶ **Diversity**

- ▶ Should the boards have more diversity and why?
- ▶ How can we bring more diversity to the boards?
- ▶ What is the value of greater diversity of representation? How do we encourage our legislative leaders to consider it more of a priority?

▶ **System and Institutional Outcomes**

- ▶ What do you expect from our University System and its institutions? How would you define a job well done or not well done?
- ▶ How should we balance the need for 2-year vs 4-year postsecondary education?
- ▶ How do you feel about the current cost of postsecondary education?
- ▶ What would you like to see changed about postsecondary education in the UNC System?
- ▶ To what extent do you think students are being properly prepared to enter the UNC System?



Please list other questions the commission might consider.

- ▶ How to increase interaction between BOG, BOTs, administration, faculty, staff, and students?
- ▶ Is the priority process and diversity, or outcomes?
- ▶ The questions being raised today are not very different than outlined in previous reports during which time the UNC System has grown exponentially and become world renowned. Is there really a problem?
- ▶ Do we need to discuss the specific matters we are trying to correct and how this compares to the outcomes being realized?
- ▶ Should there be a more specific conflict of interest policy?
- ▶ Whether the priority is on process & diversity or on outcomes
- ▶ Should people be able to submit a resume for consideration to BOG/BOTs?

