

**MINNESOTA STATE COLLEGES AND UNIVERSITIES  
BOARD OF TRUSTEES**

**Agenda Item Summary Sheet**

**Committee:** Human Resources Committee    **Date of Meeting:** November 17, 2010

**Agenda Item:** Executive Search Process

Proposed  
Policy Change

Approvals  
Required by  
Policy

Other  
Approvals

Monitoring

Information

**Cite policy requirement, or explain why item is on the Board agenda:**

To update the trustees on improvements made to the executive search process

**Scheduled Presenter(s):**

Lori Lamb, Vice Chancellor for Human Resources

**Outline of Key Points:**

- An overview of improvements to the executive search process To update tssus ,004 Tc [(A)2

1 BOARD OF TRUSTEES  
2 MINNESOTA STATE COLLEGES AND UNIVERSITIES  
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INFORMATION ITEM
EXECUTIVE SEARCH PROCESS

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7 BACKGROUND:

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9 One of the goals selected by the Chancellor for the coming year is to improve the executive search  
10 process. Vice Chancellor Lamb will present information on improvements to the executive search  
11 process that have already been implemented, and those that are planned for implementation in the  
12 Fiscal Year 2011. The attached matrix outlines these improvement initiatives.

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14  
15 Date: November 17, 2010

# Executive Search Process Improvements

November 4, 2010

Concern	Potential Remedy	Pros	Cons	Implementation
Implemented for 2010:				
<p>Insufficient candidate information at finalist stage (final three candidates)</p> <p>-Chancellor did not develop rapport with candidates -Candidates did not get experience of knowing who their supervisor would be</p>	<p>One on one meetings with Chancellor and candidate in process (with Vice Chancellor for HR); includes behavioral based interview questions</p>	<p>Chancellor gets to know candidates better</p> <p>Candidates get to know their future supervisor better</p> <p>Interview questions designed to elicit better decision making information</p>	<p>Time constraints during interview day</p>	<p>Implemented for FY 2010 searches and ongoing</p>
<p>Inadequate interview data to make valid decisions</p>	<p>Structured interview format; behavioral based implemented</p> <p>New consistency for all candidates implemented</p> <p>Psychological research on some 2010 searches ongoing</p>	<p>Consistency and fairness</p> <p>Better decision making information available</p>		<p>Implemented for FY 2010 searches and ongoing</p>
<p>Insufficient candidate information at finalist stage</p> <p>-</p> <p>Forms the basis of professional development plans for the new hire</p>	<p>Cost (\$2,000 per candidate)</p> <p>Candidate reaction</p>			
<p>Lack of consistent web presence</p>	<p>Update web site; create new Executive Search web page</p>	<p>Better communication with consultants/candidates/Campuses</p>	<p>Resources</p>	<p>Implemented for FY 2010</p>
<p>Number of searches increases because of demographics; need to dedicate resources to improve and manage the processes</p>	<p>Hire Director of Talent Acquisition</p>	<p>Better communication/coordination</p> <p>Ability to staff more searches</p> <p>Better coordination of campus level work on searches</p>	<p>Resources</p>	<p>Implemented for FY 2010</p>



