

**Arizona Historical Society  
Executive Committee Meeting  
Monday, November 20, 2017  
Telephone Conference**

**Committee Members Present**

Voie Coy, President, Northern Chapter  
Kelly Corsette, Vice-President,  
Dolly Patterson, Treasurer, Apache County  
Bruce Gwynn, Secretary, Rio Colorado Chapter

Thomas Foster, Eastern Chapter  
Gregory Scott, Santa Cruz County  
Bill Ponder, Interim Executive Director, ex-officio

**Board Members Present**

George Flores, At-Large

**Staff Members Present**

Valerie Shanahan, Executive Assistant

**Others Present**

David Crosson, Bryan and Jordan, LLC  
Meredith Handakas, Bryan and Jordan, LLC

**Actions taken at this meeting:**

- Flores moved, seconded by Patterson, to approve the October 13, 2017, Executive Committee minutes, with clarification that evaluation of the AHS license plate program and presentation of recommendations to the Board by first quarter of 2018 will be a 2018 Work Priority of the Executive Director. The motion passed unanimously.
- Flores moved, seconded by Patterson, to approve the minutes of the October 12, 2017, Executive Committee meeting minutes. The motion passed unanimously.

**Call to Order**

President Coy called the meeting to order at 10:31 a.m.

**Roll Call**

Roll call was taken; Coy declared a quorum.

**Approval of Minutes**

Minutes of the October 13, 2017, Executive Committee meeting were previously distributed. Flores moved, seconded by Patterson, to approve the October 13, 2017, Executive Committee minutes, with clarification that evaluation of the AHS license plate

program and presentation of recommendations to the Board by first quarter of 2018 will be a 2018 Work Priority of the Executive Director. The motion passed unanimously.

Minutes of the October 12, 2017, Executive Committee meeting were previously distributed. Flores moved, seconded by Patterson, to approve the minutes of the October 12, 2017, Executive Committee meeting minutes. The motion passed unanimously.

#### **Introduction of David Crosson and Meredith Handakas**

Coy deferred this item to Flores, who introduced David Crosson, the AHS executive director hiring consultant of Bryan and Jordan, LLC. Crosson provided brief background regarding his experience, and a brief summary of the process of hiring an executive director. He then introduced his assistant, Meredith Handakas, who will work with Crosson throughout the process. Handakas provided a brief summary of her professional experience.

#### **Discussion of the Search Committee's Work Schedule and Expectations**

Crosson explained that his role is to listen to board members and ask questions to help AHS shape its future and identify what it is, what it wants to be, and steps to achieve identified goals.

For recently appointed members of the Executive and Search committees, Crosson reiterated that the worst things that his clients/staff may say about him are that he can be emphatic, he can lecture and be pushy, and that he doesn't suffer fools lightly.

#### **Compensation Package**

Crosson gathered compensation information from similar agencies, public and private, throughout the country, with special attention to the West. It is determined that a salary range of \$110,000 - \$120,000 would be competitive, so long as the candidate's credentials support such salary.

#### **Confidentiality**

Crosson and Handakas emphasized the importance of maintaining confidentiality throughout the process. Confidentiality promotes honest, candid conversation among committee members, and provides assurance to candidates that applying at AHS will not jeopardize his or her current positions.

### Board Surveys

Crosson/Handakas sent via email a confidential and anonymous survey to all AHS board members. Crosson will summarize the surveys and report findings to the Search Committee in December, prior to reporting to the full board. The surveys are used as a tool for Crosson to determine how board members envision the future of AHS. To date only ten surveys have been returned, so the deadline will be extended to November 28<sup>th</sup>, and Ponder will send a reminder to board members.

### Internal Applicants

There was extensive discussion regarding the process for internal applicants, how to avoid conflicts of interest, maintain transparency and avoid the appearance of garnering insider information. Of lengthy discussion was whether internal applicants should be part of the staff leadership team involved in discussions with the consultant. It was also discussed that asking staff to announce their intentions to apply could be interpreted by other staff and applicants as promoting lobbying efforts. Crosson opined that the staff leadership team is only providing information for use in creating the job posting, it is not confidential or proprietary information at this stage. He then asked the Search Committee to consider, "how will it look in the headlines, and how will AHS defend its process in the press?" He also guided the Committee to consider how other staff members will perceive the process involving staff applicants.

There was Committee consensus to allow interested applicants of the staff leadership team to continue participation with colleagues at this point, however staff applicants will be precluded from further involvement in subsequent participation.

### Upcoming Meeting Dates

December 16, 2017, Tempe, Arizona: Full day Search Committee meeting with David Crosson and Meredith Handakas. Board and staff survey results will be reviewed, it will be determined what AHS represents, the direction AHS is progressing, and what Board and staff envision the organization to be in the future. Crosson will present hypothetical case studies to encourage Committee members to determine desired characteristics of an executive director to carry the agency toward the future. By meeting's end, a candidate profile will be created and a job notice written.

February 24, 2018, Tempe, Arizona: Full day Search Committee meeting with David Crosson to review applications and select three finalists.

March 16, 2018, Tempe, Arizona: Crosson will meet with the staff leadership team.

March 17, 2018, Tempe, Arizona: Search Committee will meet with Crosson to interview three finalists. Search Committee then reports to the Board of Directors; Board will take action regarding to whom to extend an offer of employment. Crosson recommends that the Board not engage in conversation with applicants, as the Board has delegated such authority to the Search Committee, the difficulty of controlling discussion to keep on task, and to reduce the risk of asking legally prohibited questions of the applicants.

Crosson suggested that the Committee should consider the importance of hiring an applicant who "wants to come to Arizona, not somebody who wants to get away from somewhere else."

There was Committee consensus to flex the above schedules as necessary, to include:

March 16, 2018: One-half day meeting among Crosson and staff leadership team; one-half day meeting with Crosson and Search Committee.

March 17, 2018: All day Search Committee meeting with Crosson.

March 17, 2018: AHS Board meeting with Crosson.

#### Arizona Cultural Leader References

Crosson asked for names of 3-5 respected Arizona cultural leaders that he may contact to learn their perspectives of AHS.

Search Committee members will forward names to Ponder. Flores, Coy and Ponder will review and forward names to Crosson the week of November 27, 2017.

#### Items for Future Discussions and Meetings

Crosson and Handakas disconnected from the call at 11:45 a.m.

Roll call was taken, with the following parties remaining on the call:

Voie Coy, President, Northern Chapter  
Dolly Patterson, treasurer, Apache County  
Bruce Gwynn, Secretary, Rio Colorado Chapter  
George Flores, At-Large

Thomas Foster, Eastern Chapter  
Gregory Scott, Santa Cruz County  
Bill Ponder, Interim Executive Director  
Valerie Shanahan, Executive Assistant

There was discussion and consensus that AHS Board members will meet finalist applicants and will be provided opportunity to provide comments and opinions, but that the Search Committee will conduct the interviews.

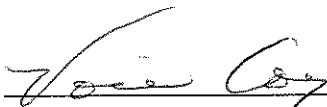
There was question regarding funds available for the December, February and March meetings, and funds available for additional expenses that may arise regarding finalist interviews. Flores, Coy, Gwynn and Ponder will further discuss this issue as necessary.

### Adjournment

Scott moved, seconded by Gwynn, to adjourn the meeting.

It was inquired if a Board meeting calendar has been established for 2018. Coy will establish the 2018 calendar the week of November 27, 2017. It was agreed that the Executive Committee should meet every month that the Board does not have a meeting.

There being no further business, Coy adjourned the meeting at 11:52 a.m.

  
Voie Coy, AHS President