



Building and Keeping Executive Teams



The Council of
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2025 Presidents Institute

January 4–7, 2025 ● JW Marriott San Antonio Hill Resort & Spa ● San Antonio, Texas



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Presenters

Damián Fernández, President, Warren Wilson College (NC)

Kathy Humphrey, President, Carlow University (PA)

Jay Lemons, President and Senior Consultant, Academic Search, Inc.

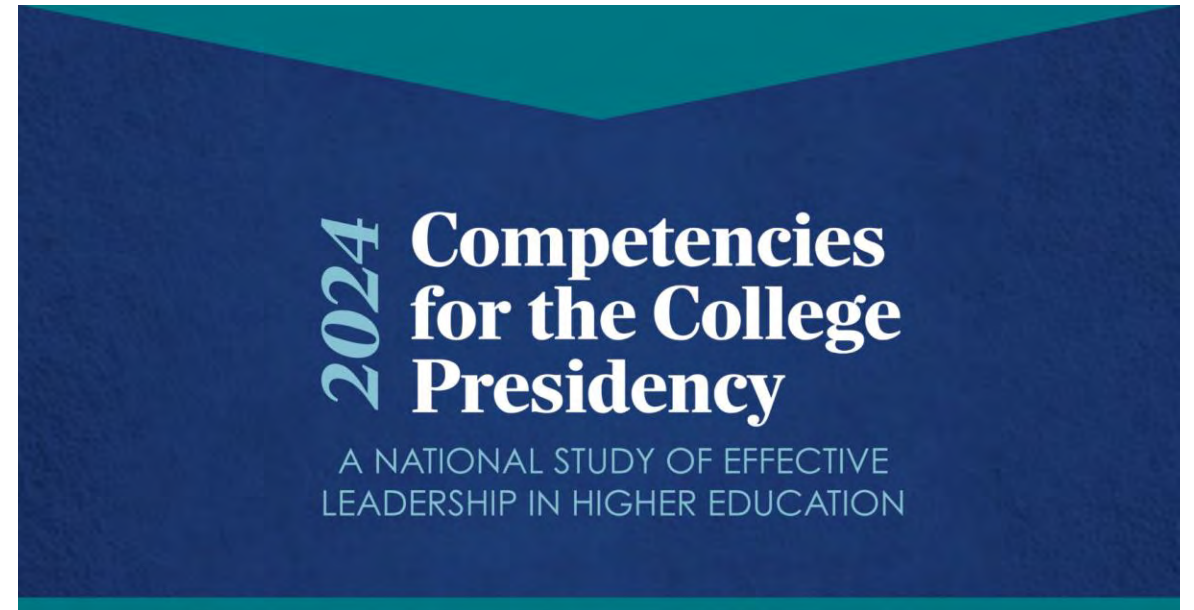
President and Presidency

- President and Presidency are not the same!
- Six Strands of the Presidency:
 - The President: Public Figure
 - The Human Being Within the President: The Private You
 - The People You Care About: Spouse, Family, Special Friends
 - The Board: The Boss
 - The Administrative Team
 - The Major Stakeholders

2024 Presidential Competency Study

7 Key Competencies Identified

-
- Trust-Building
 - Demonstrating Resilience
 - Communication Savvy
 - Crafting a Cabinet and Team Building
 - Emotional Intelligence
 - Leading with Courage
 - Data Acumen and Resource Management



“Building and Keeping Executive Teams”

Five Existential Questions (and Five Lessons Learned)



Damián J. Fernández, Ph.D.

President

January 5, 2025



Warren Wilson
COLLEGE



1. Why Are We Here?

Start with purpose then connect it to strategy.





2. Who Am I; Who Are We?

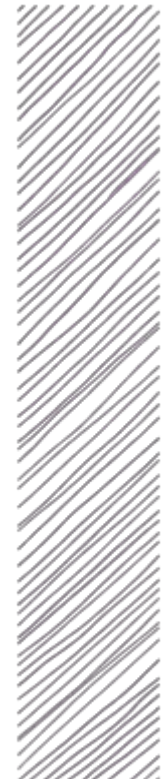
**Know thyself: The leader and the team as
----- (fill in the blank).**





3. Is Change Possible without Changing? (Or, can you play a new game with an old team?)

Assess the team members, then move forward.





4. What Does the Team Need?

Quick wins and feeding function, starving dysfunction.





5. Out of the Many, One?

**The difficult balance of autonomy,
interdependence, and alignment.**



A photograph of a large, multi-story brick building with Gothic architectural features, including a central entrance with a pointed arch and a cross on the roof. A large, leafy tree stands in front of the building. In the foreground, there is a green lawn and a wooden bench. The sky is clear and blue.

CARLOW
UNIVERSITY

Devoted to the Future of You.

Building and Keeping Executive Teams

Kathy Humphrey, PhD
President
January 5, 2025

You pay for what you get, unless you

- Hire mission-driven individuals
- Capitalize on experience and success

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Time will not heal everything

Create a merciful and productive exit strategy

- Follow through with the plan
- Remember: likability \neq productivity

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The truth, and nothing but the Truth

Use the interview to ensure success for the institution and the individual

- Define clear outcomes for the position
- Gauge the candidate's ability and readiness to meet the challenges of the role
- Ensure your leadership style and the candidate's needs are complimentary

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Find non-traditional ways to reward work

- Lead together
- Serve as a partner
- Take calculated risk and allow them to be the expert
- Look for opportunities that will position them to climb to the next position

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Q & A



Thank you for attending
this session!



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