



# Building and Keeping Executive Teams



The Council of  
Independent Colleges

**ENGAGING  
COMMUNITIES**

**2025 Presidents Institute**

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



Thank you to our sponsor



EAB



## Presenters

Damián Fernández, President, Warren Wilson College (NC)

Kathy Humphrey, President, Carlow University (PA)

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

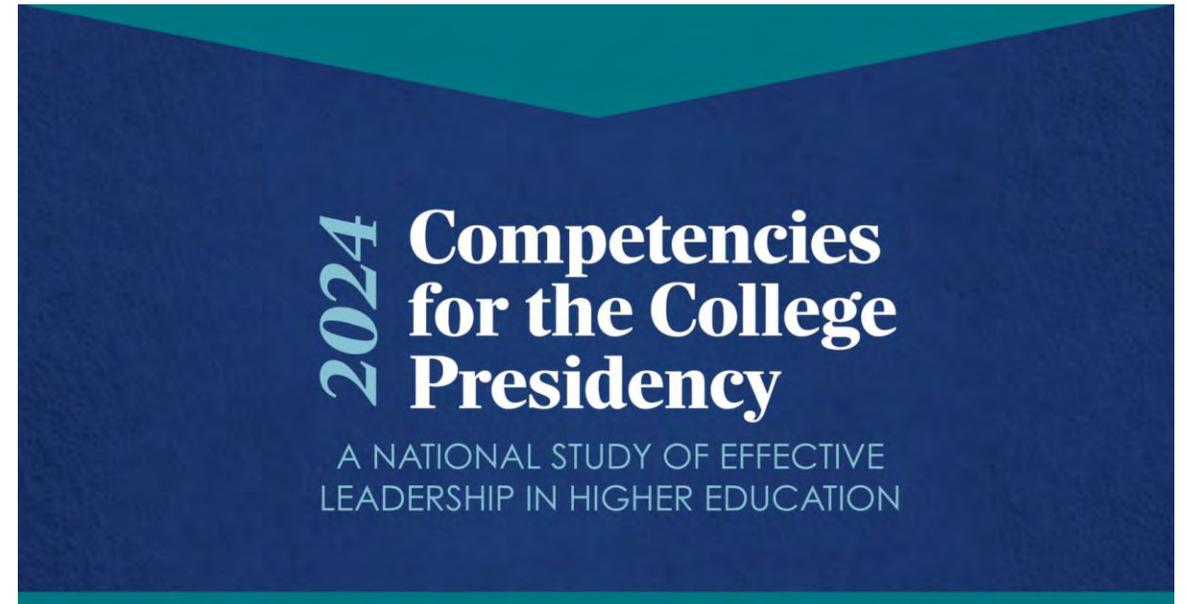
# President and Presidency

- 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?

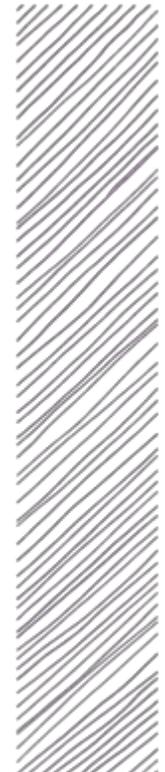
**Know thyself: The leader and the team as  
----- (fill in the blank).**





### 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.**



**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

CARLOW

Time will not heal everything

Create a merciful and productive exit strategy

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

CARLOW

# The truth, and nothing but the Truth

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

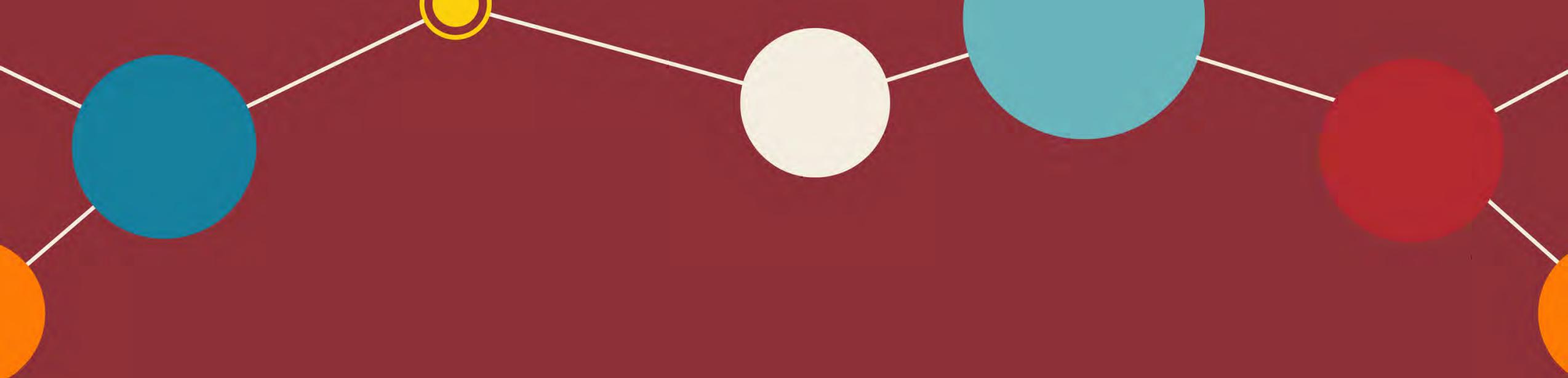
- Define clear outcomes for the position
- Gauge the candidate's ability and readiness to meet the challenges of the role
- Ensure your leadership style and the candidate's needs are complimentary

CARLOW

# 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

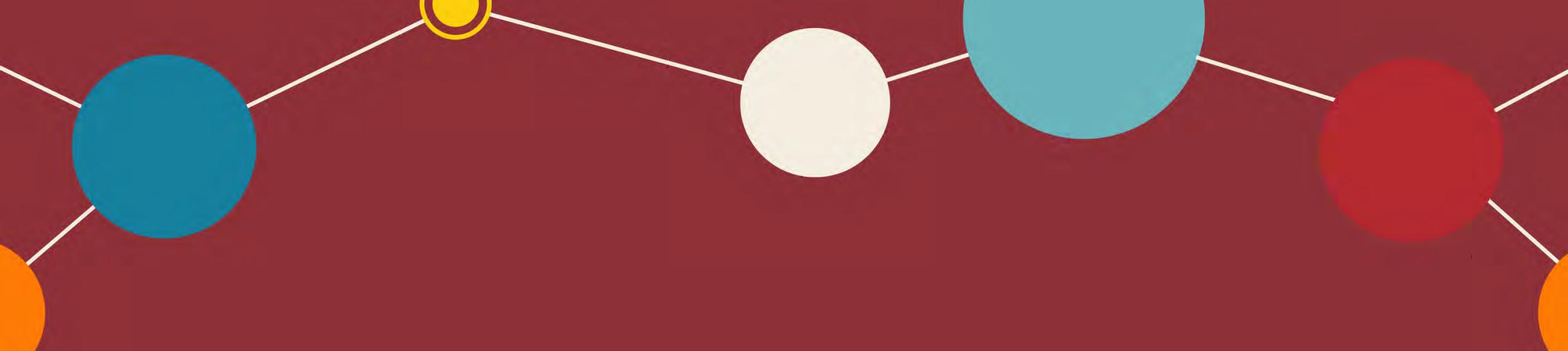
CARLOW



# Q & A



The Council of  
Independent Colleges



Thank you for attending  
this session!



The Council of  
Independent Colleges



EAB