

**Arizona Historical Society  
Executive Committee Meeting  
Thursday, October 12, 2017  
Telephone Conference**

**Committee Members Present**

George Flores, President, At-Large  
Voie Coy, Vice-President, Northern Chapter  
Gregory Scott, Secretary, Santa Cruz County

Bruce Gwynn, Rio Colorado Chapter  
Thomas Foster, Eastern Chapter  
Bill Ponder, Interim Executive Director, ex-officio

**Staff Members Present**

Valerie Shanahan, Executive Assistant

**Others Present**

David Crosson, Bryan and Jordan, LLC  
Rick King, Kittleman Associates  
Cory King, Kittleman Associates  
Brent Glass, Brent D. Glass Associates  
Hillary Strimple, Brent D. Glass Associates

**Actions taken at this meeting:**

- Coy moved, seconded by Gwynn, to proceed with contract negotiations with David Crosson of Bryan & Jordan, LLC, and in the event contract negotiations fail, pursue contract negotiations with Kittleman Associates. The motion passed unanimously.

**Call to Order**

President Flores called the meeting to order at 10:02 a.m.

**Roll Call**

Roll call was taken; Flores declared a quorum.

**Interviews of Consultant Applicants to Search and Assist in  
Hiring of AHS Executive Director**

President Flores introduced Executive Committee members to David Crosson, who joined the call at 10:00 a.m.

Crosson provided introductory comments regarding his experience recruiting and hiring executives.

Cross described that he and his associate, Meredith Handakas, would initially meet with the AHS Executive Committee or Board of Directors for one to one and a half days to explore in depth how board members currently view AHS, how they perceive AHS to progress into the future, and how they wish the State to view AHS. Crosson will learn the AHS organization, its board and staff, its personality and corporate culture, and consider its strengths and emotions. He will not recruit a manager, politician or curator, he will recruit a leader:

- He will work with the Board to develop a job description and language for job posting; he will not depart the initial meeting without the Board's approval of language for the job posting;
- He will work with the Board to create a working job description;
- He will post the job announcement for four to six weeks in professional organization outlets, higher education facilities, local media, and follow the State's hiring processes;
- Crosson and Handakas will screen applicants and provide a short list of 10-13 viable applicants;
- Each of the short list applicants will then submit a formal State application, at which time applicant names may become public;
- Crosson will provide the Board with a summary of each short list applicant;
- Crosson will then engage in Board discussion regarding the short list applicants, and hone the short list to three to five applicants to interview;
- Crosson anticipates two days will be required to interview three to five applicants;
- The Board will interview the applicants, but Crosson will attend the interviews, and will coach the Board and conduct practice interviews;
- Crosson will work with the Board to develop an employment contract, if required by the State.
- Timeline: Assuming a consultant contract is executed and the process will commence the first week of November 2017, two days will be scheduled with the Board to delve into understanding AHS and to shape the Executive Director job description:
  - Post the announcement approximately the end of November through December 2017;
  - Allow two to three weeks to screen and initially interview applicants;
  - Refer 10-13 applicants to the Board by end of January 2018;
  - Conduct interviews in February 2018;
  - Extend a job offer late February/early March 2018;
- Crosson stated that among other key considerations, the Board will need to provide guidance regarding: How AHS currently functions, how the

Board envisions the future of AHS, whether the Board desires to hire an executive director with Arizona history experience, and if the Board desires a visionary leader.

Executive Committee members then asked the following questions:

- Q. What will be your role vs. Handakas's role?
- A. I will be the primary contact and the "face person." My role is CEO, Handakas's role is COO, per se.
- Q. The process described by you is very interactive with the AHS Board. If asked, will you take a leadership role, similar to that of a human resources manager? Will you be aggressive in guiding the Board to make decisions and recommendations?
- A. Yes, but I will also ensure that all board members' opinions are considered.
- Q. In addition to advertising locally and nationally, will you also actively recruit applicants?
- A. Yes. I have a deep and broad pool of contacts from which to recruit.
- Q. You anticipate approximately six months from contract execution to hiring?
- A. Yes. Six months is a very aggressive timeframe, assuming contract is in place by first week of November 2017, I anticipate a job offer to be extended by the first week of March 2018.
- Q. The costs and fees contained in your proposal are still accurate?
- A. Yes: \$45,000 fee, \$7,000 travel, \$2,000 advertising. The fee schedule will change only if AHS changes the scope of work. The fees do not include transportation and expenses for interviewees.
- Q. Why should AHS select you?

- A. I will provide personal attention to AHS; I will guide the Board to a clear understanding what the Board envisions the organization to achieve now and in the future, and guide the Board to understand what it desires its executive director to achieve. Staff will also have an opportunity to comment, however staff will have no voting authority. I will attempt to instill stability.

Crosson also stated "our job is to make your decision very difficult."

- Q. Based on the perceived future of museums and their cultures, what type of executive director do you anticipate will be a best fit?

- A. Based on an assessment of the current industry, AHS should seek an executive director who understands and capitalizes on educational and technological environments. The successful candidate will possess the ability to work with the Board to sell a vision and create strategies for the next 5-7 years. The successful candidate will also actively engage with the community to buy-in and own ideas. The successful candidate will be an entrepreneur. The role of museums engages a contemporary society in that historical organizations respond to community crises, such as Colorado has deeper meaning to the Columbine shooting and New York historical societies respond to the 9/11 tragedy. Historical societies cannot sit independently from such tragedies.

- Q. The organizational cultures of museums and historical societies has changed in recent years. How will that culture continue to change in the next 10 years?

- A. Cultures have changed, museums have not. Museums historically have not engaged their communities satisfactorily. The question becomes how to engage communities, which may mean relinquishing some control and allowing the community greater opportunity for control.

- Q. You guarantee that if the hired executive director does not remain employed with AHS for at least one year, you will repeat the recruitment process at no charge. How often has that happened?

A. I have never experienced the need to implement my guarantee.

Q. If the Board talks to any of your previous clients, what is the worst thing that will be said about you?

A. I can be a bit preachy and pushy on passionate issues.

He further stated that he doesn't tolerate fools lightly.

There being no further questions, Crosson disconnected from the call at 10:46 a.m.

### Roll Call

Roll call was again taken. Present on the call were:

George Flores, President, At-Large  
Voie Coy, Vice-President, Northern Chapter  
Gregory Scott, Secretary, Santa Cruz County

Bruce Gwynn, Rio Colorado Chapter  
Thomas Foster, Eastern Chapter  
Bill Ponder, Interim Executive Director, ex-officio  
Valerie Shanahan, Executive Assistant

Committee members briefly discussed the process of the first interview and determined that no adjustments were necessary. It was also reminded that pursuant to State policies and guidelines, all interviewees subject to this telephone conference will be asked the same or similar questions.

10:50 a.m., Rick King (Chairman) and Cory King (President and CEO) of Kittleman Associates joined the call.

Flores introduced members of the Executive Committee participating in the call.

Rick and Cory King jointly described "The Kittleman Difference" introduction:

- Developed in 1963, Kittleman Associates was formed to work exclusively with non-profit organizations. Cory King is only its third CEO since 1963 and 91% of its CEO recruitments remain in the positions facilitated by Kittleman Associates.
- Post-search services include follow-up during the executive director placement. Kittleman offers a two year guarantee in that if the executive director does not remain employed by AHS for two years, Kittleman will repeat the recruitment process at no charge.

- Cory King stated that hiring of a new executive director is the most intense and intimate search a board will ever experience. Kittleman Associates will work with the AHS Board to understand its unique dynamics, gain an understanding of the future vision of AHS, and will work to recruit an executive director who wants to be *part* of the organization, not somebody who wants to be *considered* for the organization.

Rick and Cory then recapped Kittleman's proposal:

- Gain an understanding of the AHS culture.
- Present cultural understanding to the AHS Executive Committee for use in strategizing best recruitment practices.
- Fulfill the benchmark calendar.
- In addition to advertising, its database contains over 100,000 names of professionals from which to extract applicants.
- Time to completion of advertising: 6-8 weeks.
- Present 8-10 vetted, qualified candidates to the AHS Board. Rick and Cory will provide an evaluation of each candidate and will meet with the Executive Committee to discuss and select 5-6 candidates to interview (approximately 90 minutes each interview).
- Following interviews, select 2-3 finalist candidates to interview.
- Rick and/or Cory will staff all meetings with the Executive Committee, provide interview guides and provide all logistical steps required.
- Once AHS identifies its primary candidate, Kittleman Associates will prepare an employment offer, which includes any required background checks.
- Kittleman Associates provides transition services, recognizing the vulnerabilities of the organization during transition of a new executive director.
- Kittleman Associates provides leadership transition assessment which reviews how the executive director is performing against the assessments desired by AHS.
- Kittleman Associates role does not end upon hiring, they are committed to recruiting the perfect executive director to meet the goals of AHS.

Executive Committee members then asked the following questions:

- Q. What is Rick King's role? What is Cory King's role? Who will be the key AHS contact person?

- A. Cory will lead the search and act as the primary AHS contact. Rick and Cory will both conduct an AHS due diligence site visit. Rick and Cory will both write the position guide. Rick and Cory will both recruit candidates. Rick possesses 32 years of experience and has national and international contacts. Rick and Cory will both conduct outreach. Rick and Cory will both present a short list of candidates, following the vetting of an anticipated 50-70 candidates, and will provide a summary that explains why each short list candidate should be considered. Cory will conclude the process with the selected candidate. Rick and Cory will act as co-partners throughout the process.
- Q. AHS, as a State agency, must meet certain job posting requirements. Will you comply with those requirements?
- A. Yes. Certain advertising strategies will be met to ensure exposure to key markets, and will comply with statutory requirements.
- Q. AHS is governed by a volunteer board. This is the first time in 15+ years that an executive director has been hired. Are you prepared to serve an aggressive role to motivate volunteer board members?
- A. Yes. Kittleman is not a transactional firm, it is familiar with best practices. Rick and Cory will serve as counsel to AHS and are comfortable with promoting an aggressive agenda, recognizing the final decision is not theirs, but will share best practice opinions. They will reach all AHS board members for discussion regarding personal opinions of the future of AHS, and will also seek staff visions, and possibly survey AHS certified museums. It will be AHS decision how much Kittleman Associates will do to understand the culture and vision of AHS.
- Q. Are there any changes to Kittleman Associates proposal?
- A. No. The fee and time structure remain unchanged.
- Q. How often has Kittleman's two year guarantee been activated?

A. In five years, approximately five or six times. After five years 91% of its placements remain employed by the hiring agency.

Q. What type of executive director do you envision for AHS, considering the changing directions of museums and historical societies over the next 5-7 years?

A. The executive director requires a very strong external relations skill set. Relationship development is crucial, from members of the public, Society members and legislators.

The position should be 70% external, 30% internal to include: Integrity, self-esteem, creation of viable and hardworking management teams, cultural fit, management skills, educational/programming/informal education for the next generation, understands dynamics of financials to effect sustainability, fundraising, marketing, understands the importance of membership, and ability to communicate the mission to different audiences. With cultural changes, the executive director "should not take a traditional historian approach" to management of the Society.

Q. If the Board talks to any of Rick King's or Cory King's previous clients, what is the worst thing that will be said about them?

A. The most positive comments would be that there is full transparency in how the partnership moves forward.

The worst comments would be that Cory uses too many words to get his point across. He gives his clients many reasons and options, when the course of action is clear.

There being no further questions, Rick and Cory King disconnected from the call at 11:35 a.m.

Brent Glass, Brent D. Glass, LLC, and his associate, Hillary, joined the call at 11:39 a.m.

Flores introduced members of the Executive Committee participating in the call.



Glass provided a brief introduction:

- Glass will be the principal contact for AHS.
- Glass's personal experience is an asset.
- Personal experience with state government and small partnerships.
- Glass operates a very small firm and only contracts with a few organizations per year so he can deliver personalized service.
- His strengths include organization and effective communication. His clients rarely wait more than 24 hours for return communications.
- Glass and his associate, Hillary, have a very strong partnership.
- Deliverables are contained in his proposal.
- Committee and Board will be involved, as follows:
  - Draft an executive director job description;
  - Draft the executive director job announcement;
  - Be sure that the job announcement is widely circulated. Glass will also make personal contacts with potential candidates.
- Anticipate 25-35 applicants; of those, probably half will possess good or excellent qualifications.
- Glass will create a short list of candidates.
- Glass will phone interview approximately 12 semi-finalists.
- The AHS Board will choose approximately 4-6 candidates to interview.
- The AHS Board should consider delegating decision-making to a committee.
- The committee will make a recommendation to the Board of a final candidate.
- Timeline: The proposed timeline was based on an executed contract in place by mid-September 2017. A revised timeline would be, assuming a contract is in place by November 1, 2017, interviews completed and a finalist selected in mid-February.
- In-house applicants will be treated exactly like outside applicants.
- Contract price of \$30,000 remains effective, with travel expenses to include two round trips for Glass from Washington, DC to Tucson, Arizona, and travel expenses for six interviewees.

Executive Committee members then asked the following questions:

- Q. What is Hillary's role in your relationship with AHS?

- A. Hillary is associated by organizing applications, creating spreadsheets to track communications with applicants, tracking the process and communicating in the event Glass is unavailable.
- Q. AHS, as a State agency, must follow certain policies and procedures. Will you follow State policies, as well as advertise by direct means?
- A. Yes. Familiar with State processes. Reputation and experience also brings awareness and interest from an extensive network of potential candidates.
- Q. The AHS Board has not hired an executive director in 15+ years. How will you guide this process, acting as our human resources manager, per se?
- A. I respect the process and am confident that I can communicate with a wide variety of personalities. I encourage you to call my references. I will be very personally involved.
- Q. Your proposal indicates this to be a three to four month process. Has that changed?
- A. No. I still anticipate a three to four month process.
- Q. Do the fees and expenses outlined in your proposal remain unchanged?
- A. Yes.
- Q. Do you provide a guarantee that if an executive director hired under your guidance fails to perform satisfactorily within a year you will provide, at no charge, services to seek a replacement?
- A. Yes, if I failed to identify a problem in the recruitment process, I would again recruit at no charge.

It is important that the candidate understands it is an at-will position.

In six years only one of my recruitments has failed in the position.

- Q. Flores read the guarantee language of other proposals and asked if Glass could agree to such guarantee.
- A. Yes.
- Q. Being familiar with AHS and how museum and historical society cultures have changed in the past 15 years, and where you foresee those cultures in ten years, what type of executive director do you think AHS needs?
- A. A strategic thinker with a clear vision of the future, somebody with fundraising experience, not necessarily an academic or expert of Arizona history, somebody who can work with a volunteer board, a good supervisor with several levels of communication experience, and someone who can work in more than one location.
- Q. If the Board talks to any of your previous clients, what is the worst thing that will be said about you/your firm?
- A. That I pay a lot of attention to detail may not be desirable to some. I am not a micro manager, but I do find attention to detail to be very important.

There being no further questions, Glass disconnected from the call at 12:09 p.m.

Committee members then discussed observations and opinions of each candidate.

Following deliberations, Coy moved, seconded by Gwynn, to proceed with contract negotiations with David Crosson of Bryan & Jordan, LLC, and in the event contract negotiations fail, pursue contract negotiations with Kittleman Associates. The motion passed unanimously.

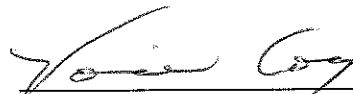
Flores asked committee members to consider how best to move the process forward, including possibly sacrificing one regularly scheduled Board meeting in lieu of Board executive director interviews.

Coy announced that he is working with the Governor's office regarding appointment of five expiring Board member terms.

**Adjourn**

Coy moved, seconded by Gwynn, to adjourn the meeting. The motion passed unanimously.

Flores adjourned the meeting at 12:34 p.m.



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Voie Coy, AHS President