

MINUTES OF MEETING OF BOARD OF REGENTS
WESTERN KENTUCKY UNIVERSITY
September 24, 1978

A special meeting of the Board of Regents of Western Kentucky University, called at the request of the Selection Procedure Committee and rescheduled from September 23, 1978, was held on Sunday, September 24, 1978, at 3:00 p.m., CDT, in the Regents Conference Room of the Wetherby Administration Building on the Western campus. Mr. John David Cole, Chairman, presided.

The meeting opened with a prayer of invocation by Dr. John D. Minton, Vice President for Administrative Affairs.

The following members were present:

Dr. William G. Buckman
Mr. Ronald W. Clark
Mr. John David Cole
Mr. Tom Emberton
Mr. William M. Kuegel
Mr. Hugh Poland
Mr. Ronald G. Sheffer
Mr. Steven O. Thornton

Absent were Mr. Michael Harreld and Mr. Carroll Knicely.

Also present, in addition to Dr. Minton, were Dr. Dero G. Downing, President; Dr. James L. Davis, Vice President for Academic Affairs; Mr. Harry Largen, Vice President for Business Affairs and Treasurer; Mrs. Mary Sample, Secretary; Dr. Paul B. Cook, Assistant to the President for Resources Management and Director of the Budget; Mr. Rhea P. Lazarus, Staff Assistant, Office of the President; Mr. William E. Bivin, University Attorney; Dr. Randall Capps, Head, Department of Communication and Theatre and Parliamentarian; and Mr. Dee Gibson, Director of Public Affairs and Community Relations.

The minutes of the special meeting held on September 9, 1978, were presented by the Chairman. Inasmuch as each member of the Board had been provided a copy of the minutes prior to the meeting and they were found to be in order, Mr. Clark moved that the minutes be adopted without a reading. The motion was seconded by Mr. Kuegel and carried by voice vote.

Upon recognition by Chairman Cole, Mr. Emberton, Chairman of the Selection Procedure Committee, presented the following report and recommendations, copies of which had been provided Board members prior to the meeting. Chairman Emberton reported

that the Selection Procedure Committee had called a meeting for 2:30 p.m., Sunday, September 24; however, the Committee did not meet inasmuch as a quorum was not present.

In submitting the report of the Selection Procedure Committee, Chairman Emberton made the motion that the report and recommendations be adopted subject to whatever revision the Board wished to make. The motion was seconded by Mr. Sheffer and the report in its entirety follows:

REPORT OF RECOMMENDATIONS BY AD HOC COMMITTEE
ON PRESIDENTIAL SELECTION PROCEDURES

The committee convened and was called to order at 7 p.m., CDT, Thursday, September 14, 1978, in Room 226 of the Downing University Center on campus pursuant to written notice, dated September 12, 1978, to members of the committee, all other members of the Board of Regents, and media with notice requests on file.

Chairman Emberton called the meeting to order. All committee members were present, except Mr. Ronald Sheffer who had notified Chairman Emberton earlier that he might be unable to attend. Other members of the Board of Regents present were Chairman, John David Cole; Dr. William G. Buckman, Faculty Regent; and Steve Thornton, Student Regent. In addition to media representatives, others present included: President Dero G. Downing and several members of the staff; Mr. Tom Jones, Chair of the Faculty Senate, and a number of members of the faculty.

Chairman Emberton stated a clarification of the charge of the committee. It was agreed that the committee's function was not to serve as a search, screening, or selection arm of the Board of Regents. Instead, its purpose and function was to develop recommendations to the full Board suggesting a statement on qualifications for the position and procedures for finding, selecting, and appointing a person to be the fifth president of Western Kentucky University.

Chairman Emberton asked Mr. William E. Bivin, University Attorney, to prepare a proposed draft report summarizing the actions taken, and submit the draft to him and Mr. Michael Harreld for their consideration.

At the request of the Chairman, the committee had been furnished previously by mail:

1. A statement of suggested procedures submitted by President Downing.
2. Copies of the American Association of University Professors' "Statement on Government of Colleges and Universities" and "Faculty Participation in the Selection and Retention of Administrators."
3. The Faculty Senate's proposal on faculty involvement as reflected in

an excerpt from the minutes of the meeting of the Board of Regents held April 30, 1977.

The Chairman distributed, at the meeting, copies of:

1. Four resolutions, designated "A," "B," "C," and "D," adopted this date, by the Faculty Senate.
2. Excerpts from "The Selection of College and University Presidents" by Joseph F. Kauffman, prepared as a project sponsored by the Association of American Colleges.
3. A proposal on "Presidential Selection Process" prepared by Mr. J. David Cole, Chairman of the Board of Regents, based on his study of various materials and discussions.

After extensive discussion among the Board members on each item during a point-by-point consideration, it was agreed (actions were taken by consensus agreement and not separate votes) to recommend for its consideration that the Board of Regents:

1. Adopt an enabling resolution authorizing expenditure of funds for the search process, and designating a Board member to initiate payment. Selection of an administrative director and administrative staff; location of office, telephone, stationery and other administrative matters. The integrity of the selection process warrants that the administrative director be an individual not publicly identified closely with the administration. This is not a reflection on the integrity of any individual involved, but simply takes into account public skepticism and the absolute need to insure public credibility.
2. Approve the following statement of qualifications for the position:
 - a. Demonstrated scholarly competence with weighted preference to persons holding the earned doctorate or equivalent;
 - b. Qualities of educational leadership and ability to maintain effective relationships with faculty, students, administrative staff, and others;
 - c. Successful experience in a college or university setting with preference given to experience in college or university classroom teaching;
 - d. Broad understanding of academic affairs as related to long-range planning and commitment to continued professional development;
 - e. An appreciation for and a willingness to work in an atmosphere of a "community of scholars"; and

- f. Exceptional facility in human relations, including governmental relations.

Refer to page 8 for additional qualification.

- 3. Establish an advisory committee constituted, as follows:

- a. The Chairman of the Board of Regents and two members designated by him, considering time, availability on short notice, and geographic distribution to facilitate their participation in the screening and advisory function to the full Board.

- b. The Faculty Regent, plus two faculty members elected by the faculty at large; in other words, those faculty who are permitted to participate in the election of Faculty Senators. The Faculty Senate would be charged with the responsibility of conducting the election process, including nominating and voting procedure. The prime factor here is the involvement of the entire faculty in the election of two individuals to participate in this specific presidential selection process.

- c. The Student Regent, plus one student elected by the student body at large. The student government would be responsible for the nomination and election procedure. This would involve all students in the presidential selection process.

Refer to pages 9 and 10 for amendment.

- d. An administrator selected by the college deans and department heads.

Refer to page 9 for amendment.

- e. An alumnus selected by the present Board of Directors of the Alumni Association.

- f. A local community representative; i.e., the current president of the Bowling Green-Warren County Chamber of Commerce.

- 4. Charge the advisory committee with the following statement of functions:

- a. Advertise for applications and nominations. Screen the pool to a list of twenty (20) persons for submission to the full Board of Regents. Submittal is to include the committees' suggestions and a compilation of information on the individuals involved. It is specifically understood that the Board of Regents reserves authority to call up for its consideration any applicant or nominee of its choosing and/or to search for other prospects for screening and consideration. Each member of the Board shall be fully and completely informed. Each shall have access to all records and materials and may participate as he desires.

- b. Require that confidentiality be maintained within those involved.
- c. Authorize that, as to the twenty (20) persons, arrangements may be made for designated Board members and others the Chairman might designate to visit on their campuses, in their offices and communities. Such visits are to provide an opportunity for personal judgment and assessment of the individual prospect and the spouse and family, if any, and the degree of acceptance and esteem held among the university faculty and community of present locale. Each person visited would be told that an invitation to the Western Kentucky University campus to participate in various public meetings will be extended in the event of further consideration.
- d. Provide that the entire Board would then reduce the list of applicants to five (5) and then invite these finalists to the campus. These individuals would visit the campus and meet publicly with the Faculty Senate, student groups, administrative council and staff, alumni or members of the community, and the entire Board. All of these meetings would be conducted in public, with those present being encouraged to ask hard and penetrating questions. Not only will the Board receive very useful information about the individual involved, but the Board would be in a position to make personal observations and judgments as to the ability of the individual to relate and communicate with the various interest groups involved.
- e. Specify that the entire Board would then consider the finalists and make the ultimate selection for appointment.
- f. Approve the following additional statement as a rationale for the process:

"The credibility and integrity of the overall selection process is paramount and as important as the identity of the ultimate person selected. If this is done properly and openly, the person ultimately selected would have the overall respect and support of all of the individuals involved and be able to embark on the presidency with united and enthusiastic support. Needless to say, there will be much public and private discussion on the selection process and, quite candidly, whether an individual will be or should be selected who is now employed by Western; in other words, Old Western would argue that tradition dictates and requires that the new president must be a Western graduate and come from within the present

"University ranks. New Western would argue that the time has come to break with tradition and go outside to find a new president. While some individuals or some interest groups may be of one mind or the other, it is incumbent upon the membership of the Board of Regents, individually and collectively, to find a person who is best suited for Western's needs today and tomorrow. The value of the past is not rigid conformity, but to serve the future."

The committee also recommends the following as a suggested timetable:

1. Schedule a special meeting of the Board of Regents for September 23, 1978* for consideration of this report. Items for consideration, in order, are:
 - a. An enabling resolution regarding staff services, facilities, and support.
 - b. Statement of qualifications.
 - c. Composition of advisory committee.
 - d. Authorize and arrange for publicizing availability of the position and the solicitation of applications and nominations by placing notices in two consecutive issues of "The Chronicle of Higher Education." (The deadline for submitting copy for the October 10, 1978, issue is Friday, September 29, 1978, at 5 p.m.) Notices also should be placed in the appropriate publication of the American Association of University Professors if publication schedules permit. In addition, notices are to be mailed to the presidents of other institutions listed in the bluebook of accredited colleges and universities.
 - e. Provide that the advisory committee organize by October 16, 1978, and that applications and nominations should be submitted by November 20, 1978.

For your information, the committee invited, received, and considered open comments and observations by individual members of the faculty and administrative staff who were present. These included:

1. Expressions of opinion to the effect that screening to twenty (20) persons could foster the notion that the advisory committee's effective influence would be diluted.
2. Admonition about the difficulty of and time consumption involved in screening as related to the proposed timetable.

3. Concern about the nature and extent of administrator representation.

/s/

Tom Emberton, Chairman
Ad Hoc Committee on Presidential
Selection Procedures

Michael N. Harreld, Member
Carroll Knicely, Member
Ronald G. Sheffer, Member

*(Secretary's Note: Because of conflicts in the schedules of a number of Board members, the meeting originally scheduled for Saturday, September 23, was rescheduled for Sunday, September 24.)

DRAFT OF NOTICE

PRESIDENT

WESTERN KENTUCKY UNIVERSITY

Nominations and applications are invited for President of Western Kentucky University.

Western Kentucky University, with an enrollment of 13,000 students, is a center of learning, established and supported by the Commonwealth of Kentucky, where qualified students may receive general and specialized higher education at the undergraduate and graduate levels.

Criteria for the position include:

- a. Demonstrated scholarly competence with weighted preference to persons holding the earned doctorate or equivalent;
- b. Qualities of educational leadership and ability to maintain effective relationships with faculty, students, administrative staff, and others;
- c. Successful experience in a college or university setting with preference given to experience in college or university classroom teaching;
- d. Broad understanding of academic affairs as related to long-range planning and commitment to continued professional development;
- e. An appreciation for and a willingness to work in an atmosphere of a "community of scholars"; and
- f. Exceptional facility in human relations, including governmental relations.

Refer to page 8 for additional criterium.

Applications and nominations, including biographical data, should be submitted by November 20, 1978, to:

Search Committee
Western Kentucky University
Bowling Green, Kentucky 42101

"An Equal Opportunity Employer"

In discussion which followed, consideration was given to adding to the list of qualifications for the position of President of Western Kentucky University the following:

"g. Demonstrated administrative competence." Motion to amend the report to include the additional qualification was made by Mr. Sheffer, seconded by Mr. Clark, and carried by voice vote.

Chairman Cole then introduced for discussion the following item in the report of the Selection Procedure Committee:

- "1. Expressions of opinion to the effect that screening to twenty (20) persons could foster the notion that the advisory committee's effective influence would be diluted."

There followed a thorough discussion relative to the number of applications which the advisory committee should present to the full Board for consideration and whether or not grouping of the number should be done by the advisory committee. Dr. Buckman stated that grouping would satisfy the criticism made by some that there is not meaningful involvement of the screening committee if the number presented to the full Board is 20. Even though Dr. Buckman spoke in favor of grouping and indicated he felt it would be beneficial to him as a member of the Board, he did not support ranking the candidates within the groups. Mr. Thornton spoke in favor of grouping. Opposition to grouping was expressed by various members of the Board with Mr. Sheffer stating his feeling that grouping would be unfair to those under consideration, especially those who might be in the lower group.

During the discussion, Chairman Cole pointed out that any person who has gone through the screening process, regardless of whether the individual is in the number presented to the full

Board, may be called for consideration by the group at the request of any Board member. Mr. Emberton stated that the final responsibility for selection of the next president of Western rests with the Board; and because of this, he was not in favor of relinquishing the Board's authority through grouping of candidates or decreasing the number to be considered.

On the question of whether there would be any major objection to reducing the number to 15 as posed by Dr. Buckman, Mr. Emberton stated that it was the Committee's feeling that the number 20 as recommended by the Committee has the most advantages for selecting the right person for the position. Following discussion of the concern expressed regarding the number of applications to be recommended by the advisory committee to the full Board, no action was taken and the number as recommended remained at 20 to be submitted without grouping.

The next item of discussion was the composition of the advisory committee. Mr. Emberton reported that a request for greater involvement of the alumni had been directed to members of the Board through a communique from the President of the Western Kentucky University Alumni Association and had been conveyed to him in a conversation with WKU Alumni President Mike Abell. During discussion which followed, Dr. Buckman expressed the feeling that the alumni would be well represented in the selection process inasmuch as a number of the Board members are Western alumni including himself. Mr. Sheffer and Mr. Clark spoke in support of expanding the alumni representation in the selection process, characterizing the alumni as a very important group with a continuing concern for their alma mater who should be represented with designated representatives.

Following discussion, Mr. Clark made the motion that the alumni representation on the advisory committee be increased by one for a total of two and that the report be so amended. The motion was seconded by Mr. Poland and carried by voice vote with Dr. Buckman voting "nay."

Chairman Cole introduced for discussion the possibility of the expansion of the administrative representation on the advisory

committee and the selection process for such representation.

Following discussion, the motion was made by Mr. Sheffer and seconded by Mr. Clark that the number of administrators be increased to two--one of whom would be chosen by and from the area of academic affairs, including the academic deans, department heads, and academic directors, and the other by and from the other administrative areas, including Administrative Affairs, Business Affairs, Computer and Informational Services, Grants and Contracts, and Public Safety. The motion was amended by Mr. Sheffer and concurred in by Mr. Clark that the Administrative Council be responsible for the mechanics of the election. The motion as amended passed on a voice vote.

Before the vote was taken on the amended report of the Selection Procedure Committee, Dr. Buckman requested that the meeting recess for five minutes. There being no objection, the Chairman adjourned the meeting until 4:10 p.m.

Upon reconvening the meeting, Chairman Cole stated that the matter under consideration was the amended report of the Selection Procedure Committee. There being no further discussion, the report of the Selection Procedure Committee as amended was presented to the Board. The amendments to the report follow:

1. To the statement of qualifications for the position of President, add the following -
"g. Demonstrated administrative competence."
2. With regard to the composition of the advisory committee, item "e." reads as follows:
 - e. Two alumni selected by the present Board of Directors of the Alumni Association.
3. With regard to the composition of the advisory committee, item "d." reads as follows:
 - d. Two administrators--one of whom would be chosen by and from the area of academic affairs, including the academic deans, department heads, and academic directors, and the other by and from the other administrative areas, including Administrative Affairs, Business Affairs, Computer and Information Services, Grants and Contracts, and Public Safety with the election to be conducted by the Administrative Council.

With motion for the adoption of the report as revised having been made by Mr. Emberton and seconded by Mr. Sheffer, the question was put and the motion carried by voice vote.

With the Board having adopted the amended report of the Selection Procedure Committee, including a suggested timetable, the Chairman requested that the Secretary with the assistance of University Attorney William Bivin take the necessary action to have the notice of the availability of the position and solicitation of applications and nominations placed in two consecutive issues of The Chronicle of Higher Education, beginning with the October 10, 1978, issue. In addition, Mrs. Sample, with the assistance of Mr. Bivin, was requested to have the notice placed in the appropriate publication of the American Association of University Professors if the publication schedule permitted and to mail notices to the Presidents of institutions listed in the "bluebook" of accredited colleges and universities (American Universities and Colleges, Eleventh Edition, published by the American Council on Education).

Chairman Cole recommended that the Board adopt an enabling resolution authorizing expenditure of funds for the search process with Mr. Kuegel, Chairman of the Finance Committee, being the designated individual to authorize such expenditures. Motion for adoption of the recommendation was made by Mr. Kuegel and seconded by Dr. Buckman with the roll call vote as follows:

Aye: Buckman, Clark, Cole, Emberton, Kuegel, Poland, Sheffer, Thornton

Nay: None

Chairman Cole polled representatives of various groups on the advisory committee to determine that there would be no problem in meeting the provision that the advisory committee be selected by October 16, 1978. With the permission of the Board, Chairman Cole stated that he, working with President Downing, would take the responsibility of exploring and developing alternatives relative to the administrative director, staff, and facilities, etc., checking with each Board member so that the entire Board would have opportunity to approve the decisions.

In other discussion, Dr. Buckman raised a question relative to the inclusion of the request for letters of reference in the notice of the vacancy. Following discussion, motion was made by Mr. Emberton and seconded by Mr. Kuegel that the notice be amended by including in the last paragraph after the word "data" the phrase "and letters of recommendation,". The motion carried on a voice vote.

Chairman Cole requested that the Secretary receive the mail for the Search Committee and keep it unopened for the Committee when it convenes. He also asked that a post office box be obtained and its number be included in the address to which applications and nominations for president are to be directed.

The notice of the vacancy of the position of President of Western Kentucky University as amended for publication appears below:

N O T I C E

PRESIDENT

WESTERN KENTUCKY UNIVERSITY

Nominations and applications are invited for President of Western Kentucky University.

Western Kentucky University, with an enrollment of 13,000 students, is a center of learning, established and supported by the Commonwealth of Kentucky, where qualified students may receive general and specialized higher education at the undergraduate and graduate levels.

Criteria for the position include:

- a. Demonstrated scholarly competence with weighted preference to persons holding the earned doctorate or equivalent;
- b. Qualities of educational leadership and ability to maintain effective relationships with faculty, students, administrative staff, and others;
- c. Successful experience in a college or university setting with preference given to experience in college or university classroom teaching;
- d. Broad understanding of academic affairs as related to long-range planning and commitment to continued professional development;

- e. An appreciation for and a willingness to work in an atmosphere of a "community of scholars";
- f. Exceptional facility in human relations, including governmental relations; and
- g. Demonstrated administrative competence.

Applications and nominations, including biographical data and letters of recommendation, should be submitted by November 20, 1978, to:

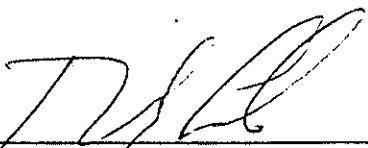
Search Committee
 Western Kentucky University
 Box U-440, College Heights Station
 Bowling Green, Kentucky 42101

"An Equal Opportunity Employer"


Mr. Kuegel commended the Selection Procedure Committee on the excellent job which they had done; and there being no further business, the meeting adjourned at 4:30 p.m.

CERTIFICATION OF SECRETARY

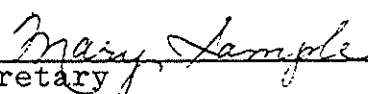
I hereby certify that the minutes herein above set forth an accurate record of votes and actions taken by the Board of Regents of Western Kentucky University in its special meeting held on September 24, 1978, in the Regents Conference Room of the Wetherby Administration Building on the Western campus and further certify that the meeting was held in compliance with KRS 61.810, 61.815, 61.820, 61.825 (enacted as Sections 2, 3, 4, and 5 of House Bill 100, 1974 Regular Session, General Assembly).



 Chairman



 Mary Sample, Secretary



 Secretary