



# WESTERN KENTUCKY UNIVERSITY

BOWLING GREEN, KENTUCKY 42101

July 2, 1959

Board of Regents  
Western Kentucky University  
c/o Miss Georgia Bates, Secretary  
College Heights  
Bowling Green, Kentucky

Dear Sirs:

The Faculty Advisory Committee has conducted a survey of the Academic Faculty of Western Kentucky University in order to determine a consensus of opinion relative to the matter of securing a president. A copy of the questionnaire used is enclosed for your reference.

The direction of this study has been guided by what we have felt were the interests of the faculty. Without exception we have heard expressed the belief that whatever means are necessary should be exercised to secure as president for Western the very best possible man. In taking this survey considerable praise has been heard of the leadership of our Vice Presidents and the several Deans who have been mentioned as possible candidates; as a result we can be confident that the university will be in excellent and capable leadership hands during whatever period of time is necessary to secure a new president.

In conjunction with this expression of confidence in these leaders, the faculty has indicated that it is overwhelmingly (73.5%) in favor of an "extensive search" for qualified men. Again and again the statement that is made by interested and concerned faculty, administrators, and even Vice Presidents alike, is that whoever is selected as president should have been obligated -- yes, even privileged to have stood the test of competition from the best available from anywhere. No man (applicant or nominee) who has the best interests of Western at heart will wish to be selected as president without the moral conviction that all interested groups are satisfied that he is the first choice over all available competition. When the faculty speaks so strongly with one voice in favor of this "extensive search", it is saying that the important thing is not so much who is appointed president, but rather how satisfied all will be that the Regents (and the advisory committee) have done their best to secure the best. For this reason the faculty requests an extensive survey --

even an active search -- for candidates, through advertisement, through telephone calls, through personal contacts, through whatever means are available.

It is the feeling of the Faculty Advisory Committee that the Regents also will be interested in knowing how those of us who have our lives invested in the academic profession (the faculty) think concerning the qualities we deem essential in men of leadership in this profession. It is acknowledged that the aim and purpose of an educational institution is through and through academic -- its existence is for the purpose of improving the minds of men, so that they may go forth as educated persons better qualified to use their bodies and every resource of life and earth in a better way than the previous generation has. The motivation and the dedication of those who do the instructing within the university, then, become the drive and the impetus from which the university takes its life. And the leader of a university, therefore, will of necessity have to be a man who is vitally aware of the academic profession -- of its intellectual needs, of its spirit of competition, of its thrill in accomplishment, of its challenge in the unknown, of its confidence in spite of failure, of its courage against all odds, and of its willingness to meet every situation head on. For these reasons we have sought and secured for the Regents a consensus of how the faculty evaluates the qualifications for the presidency.

In descending order of priority, the faculty presents the following qualifications (and explanations) as being "necessary qualifications" for a man to be considered for the presidency:

#### 1. ACADEMIC STATURE

The president should be deeply committed to academic excellence. He should possess a broad understanding of the educational process and be able to create a climate in which this central concern of the University is fostered and aggressively promoted. A man who can command the respect of the faculty as an academic leader will have demonstrated his ability as a scholar by earning the doctoral degree and making a significant contribution to his discipline. Beyond these minimal requirements he must possess a keen awareness of the larger educational scene and a sensitive regard for those special problems involved in the pursuit of knowledge, especially as they relate to the role of the professor. He must possess breadth of vision, love of truth, devotion to the life of the mind. He should be thoroughly convinced of the absolute necessity of intelligent and rational discourse as man's best option is pursuing truth and discovering answers to all the urgent questions

that press in upon contemporary society.

## 2. ADMINISTRATIVE ABILITY

Here the faculty concern is that the goals and aspirations of the President as academician be effectively carried out through the rather complex institutional structure of the University. The President will understand the crucial significance of objective decision making, be able to select competent and responsible subordinates, and have demonstrated exceptional administrative and leadership ability in previous posts. He will be aware of the dramatic change taking place in contemporary society and willing to adjust the administrative responsibilities of the institution in such a way as not only to cope with change but to anticipate it.

## 3. PERSONAL QUALITIES

The President will be a man of personal integrity, balanced judgment, and the ability to relate well to students, faculty, and the larger community. He will have a sincere interest in the problems of youth, be open-minded, non-provincial, and charismatic. In his contacts with the legislature he must be able to articulate with clarity and persuasiveness the goals of Western and her need for adequate financing. He will be optimistic, self-disciplined, and loyal.

It is recognized that to find a man as perfect as these qualities suggest may be a physical impossibility; but on the other hand these are the qualities the faculty recommends that you strive in every respect to reach.

Again the Faculty Advisory Committee wishes to reiterate its desire to be of service to the Regents. In line with this intent, we are now in the process of securing data and information on specific candidates so that men qualified according to the criteria included herein may be recommended to the Regents.

Sincerely,

Regents' Faculty Advisory Committee  
Dr. Don W. Bailey, Chairman

DWB:ec

cc: The Academic Council