

THE UNIVERSITY OF WYOMING

MINUTES OF THE TRUSTEES

SPECIAL MEETING

Thursday, November 1, 2012

Final Minutes can be found on the University of Wyoming Board of Trustees website
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**THE UNIVERSITY OF WYOMING
“SPECIAL” MEETING OF THE BOARD
MINUTES OF THE TRUSTEES**

**Thursday, November 1, 2012
9:00-11:30 a.m.**

Laramie Wyoming campus; Old Main Boardroom

AGENDA

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1. Presidential Search Process (UW president job profile), Bostrom	1
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Call to Order

Board President Trustee Dave Bostrom called the meeting to order at 9:05 a.m.

Roll Call

Deputy Secretary for the University of Wyoming Board of Trustees Shannon Sanchez took visual roll call. Trustees who participated: Dave Bostrom, Dick Davis (conference phone), Betty Fear, John MacPherson, Jeff Marsh, Brad Mead, Dave Palmerlee, Ann Rochelle (conference phone), James Trosper, and Howard Willson. Ex-officio Trustee ASUW President Joel Defebaugh also participated. Trustees Lauer and Neiman and ex-officio Trustees State Superintendent for Public Instruction Cindy Hill and University President Tom Buchanan were not in attendance. Ex-officio Trustee Governor Matt Mead was also not in attendance and did not send a representative to participate on his behalf

Vice President for Governmental and Community Affairs Chris Boswell and Special Assistant to the President Kim Reichert attended the meeting.

Public Session

1. Presidential Search Process (UW president job profile), Bostrom

Trustee Bostrom introduced Betty Asher, a representative of Greenwood/Asher and Associates, the consulting firm assisting UW in finding a successor to Tom Buchanan. Ms. Asher provided background information about herself and her experiences in higher education and some information regarding her firm. Ms. Asher commented that she and her partner are co-equal in rank at her firm and work as such. Ms. Asher then noted that Greenwood/Asher and Associates has about twenty employees at the firm and has conducted successful presidential searches for institutions including the University of Florida, the University of Texas, Ohio State University, New Mexico State University and West Virginia University. Betty Asher introduced her associate, Lisa Hagen. Ms. Hagen has extensive experience with education and community colleges.

Betty Asher presented the Board with questions that she would like them to discuss and answer:

- What do you want your new president to do in the next 3-5 years in order for you to consider him/her a success?
- What do you want to see implemented, changed, etc.?
- What do you see the challenges being?
- What personal attributes are important to you?

Ms. Asher noted that from these questions and answers, she and the Board will have a better idea of identifying what skills the new administrator will need and what characteristics are on the forefront.

Trustee Trosper inquired of Ms. Asher about the importance of diversity at the University of Wyoming. Ms. Asher discussed the various publications the announcement will be placed in, with the intent to attract a diverse candidate pool. Ms. Asher commented that she and her firm will do everything they can to attract a diverse pool, noting that her firm has a record of high placement of

women and minorities in positions. Ms. Asher provided a handout from the *American College President: 2012 Edition* which provided statistics for current sitting presidents. She commented that the number of current sitting presidents listed in ethnic diverse categories is very small.

Ms. Asher discussed the process for attracting candidates which included receipt of application from persons interested as a result of an ad, nominations or recommendations and the firm contacting administrators who would be a good fit for the institution. In response to Trustee Mead’s inquiry regarding a strong pool for this institution, Ms. Asher noted that 40-50 applications would be reasonable, noting that quality is more important than quantity of applicants.

Trustee Bostrom inquired about the University’s location in the State of Wyoming and whether Ms. Asher expects any issues when trying to create a diverse pool of applicants. Ms. Asher commented that this state is very attractive to some and not for others. She commented that reasons for sitting presidents in other locations not to express interest is typically due to financial reasons (poor economy and not able to sell their home) or loyalty to their current institution. Ms. Asher commented that the financial stability of many other institutions is difficult, some are struggling, and so the role of the President can be even tougher now.

Trustee Palmerlee commented on the need for a person who can be a capable leader in providing direction on new information in higher ed regarding remote teaching, technology changes, diversity, and scholarship money. The University will not be insulated from all changes in higher ed, and we need a leader who can lead the institution.

In response to Trustee Rochelle’s inquiry, Ms. Asher provided an overview of meetings she has had with people around the state, and the feedback received from constituents and the community members who have attended the open forums. She noted the comments regarding loyalty and the importance of outreach.

Trustee Mead presented the notes taken during the October 12, 2012, committee meeting which focused on those traits that they felt were, if not unique to the job at UW, at least more important here than they might be at other universities. The committee recognized that some applicants may not possess some of the experience the committee felt was important, but should be able to demonstrate an ability to acquire that experience/expertise. [The italicized text is original notes from Trustee Mead; plain text are comments recorded at the November 1, 2012, meeting.]

--Someone who is more than a caretaker. We are generally pleased with the direction of the University, and are not looking for wholesale change, but we are looking for someone who will work to continue and accelerate the progress UW has made under President Buchanan’s leadership. While we’re not interested in a big shake up, but we don’t want someone who’s content to sit and enjoy the scenery either.

Trustee Marsh commented that the next president not be just a caretaker, but rather provide a road map for the future and prepare to launch the university to a new level—entrepreneurial component.

Trustee Mead noted that the University is in a fairly comfortable plane from an economic standpoint, and the incoming president needs to strive to continue to improve the University. There is a great deal of pride in this state, and the University must continue to excel.

Trustee Fear commented on the importance of the next president to adopt the strategic plan and use this document to set goals and benchmarks. Trustee Davis added that the next president needs to understand this type of planning and buy into the planning process, engage people in the initiatives and future planning.

--Facility with politics and an ability to work effectively with the legislative and executive branches of state government. This includes cultivating and maintaining a high degree of credibility with the lawmakers who are so important to UW funding while maintaining the academic independence and integrity of the university.

Trustee Mead commented on the current support provided to the University by the legislature and the need for the next president to have the ability to work effectively with government in Cheyenne. While sometimes in a difficult position, the president must have the ability to maintain a close relationship with the legislature while still upholding academic freedom. The person in the president position must maintain our independence in academic integrity.

Trustee Bostrom commented that the candidates must understand the funding sources and where the money is coming from and be sensitive to the external constituents who provide financial support.

--A successful candidate must excel at statewide outreach and must be comfortable fostering partnerships and common ground with Wyoming's community colleges. This person will understand on a deep level that UW is not the "University of Laramie"; it's the University of Wyoming.

Trustee Marsh commented on the importance of the relationship between community colleges and the University and maintaining and growing the connections.

Trustee Fear commented that President Buchanan has accomplished a lot moving the University out around the state, not just in Laramie, noting that folks around the state are grateful. The next president of UW needs to be aware of this accomplishment and continue to build upon it.

Trustee MacPherson commented on the need for a president who understands the need for distance learning and who will devote time and effort to that cause.

In response to Betty Asher's inquiry regarding the infrastructure in place with community colleges and the University, Trustee Rochelle commented that there are good articulation agreements with the colleges. Trustee Rochelle then provided some background on the relationship President Buchanan has built with Casper College, noting that it is in the beginning stages, as are most of the relationships with the community colleges around the state. President

Buchanan dedicated time and effort to foster strong relationships, and the incoming president needs to continue the work.

Trustee Bostrom commented that the incoming president needs to understand the Hathaway Scholarship Program. He then discussed the importance of Board members providing support as a “transition team” for the new president.

Trustee Fear discussed the various niches of community colleges around the state and the need for the next president to be mindful of the specific niches of the colleges and encouragement to the colleges to enhance and embrace their niche areas.

Vice President of Governmental and Community Affairs Chris Boswell provided background information regarding the Hathaway Scholarship program and its creation. There was then brief discussion by the Board regarding the K-12 system and the need for better communication with the school districts and the University.

Trustee Willson commented on the unique structure of the University of Wyoming medical education programs (WWAMI/WyDent/Family Practice Residency Centers) and the need for the incoming president to be involved in medication education and making the programs successful.

--The next president of the university must have or be capable of developing an ability to embrace and leverage Wyoming’s natural strengths, be they agriculture, the energy industry, tourism, etc.

There was discussion by the Board regarding the need for the next president to embrace Wyoming’s natural strengths and the legislature’s interest in the University. They then discussed the Wyoming Governor’s Energy, Engineering, STEM Integration Task Force (WGEESIT) and the importance of the president’s role with this group of significant energy leaders.

Trustee MacPherson noted the goals set by the Board at the July Board of Trustees Retreat which included development of natural resources law as an area of excellence and the need to fulfill that goal.

--Interdisciplinary relationships are an important part of UW’s 21st century approach to education and must be an important part of the way the new president views that 21st century approach.

Trustee Davis commented on the need for the next president to be knowledgeable and informed about interdisciplinary approaches to higher education and adopting these views moving forward.

--The new president of the University has to be fully aware of the commitment the state and the University have made to the STEM program and the emphasis Wyoming citizens, through their elected officials, have put on being a “Tier One” school in those fields.

Trustee Mead provided some background on the legislative mandate regarding a Tier 1 Engineering School and the University’s work with the legislature and Governor, including the creation of the Wyoming Governor’s Energy, Engineering, STEM Integration Task Force (WGEESIT). Betty Asher commented that in conversations with potential candidates, the questions need to be asked regarding what the person has done to building nationally ranked programs.

--A successful president has to be accessible, visible, and approachable. The president of the University of Wyoming is one of the preeminent figures in the state.

Specific to this point, Trustee Bostrom commented that President Tom Buchanan is known around the state because he makes himself visible and present when able. This would be the expectation of the incoming president as well.

--The president of the University of Wyoming has to have the capacity to manage a large and complicated entity. This individual will not be constrained by bureaucratic inertia when it’s unproductive, but will be willing to take prompt and effective action when it’s dictated by the circumstances. Universities, by their nature, tend to respect tradition, but when that tradition is not in the best interest of the school, the president needs to recognize that fact and act accordingly. This would include decisions about personnel, curricula, etc. The new president has to be responsive to acknowledged problems.

Trustee Mead commented that with respect to this note, the Board is consolidated on the notion that the new University president will need to be responsive to problems and initiate programs when necessary, even if in the face of tradition—someone who is willing to step out and be proactive, without fear of making a decision and the ability to handle the repercussions. This characteristic is not unique to this institution.

--The new president has to become educated about our academic planning process and demonstrate an ability to continue with our successes in that process and in our strategic planning.

Trustee Mead commented on the importance of the next president to continue with strategic planning as set in place at the University. This document is active, and has been used by President Tom Buchanan to guide the decision-making process.

--An important part of the president’s job is development. In conjunction with partners at the Foundation, with the legislature, and with industry, the new president will be expected to build on the significant achievements of the current administration.

The board discussed the importance of the incoming president to be involved in development activities and the uniqueness of his/her involvement due to the size of our state.

Trustee Davis commented on President Tom Buchanan’s incredible ability to grow in this area during his tenure to meet the demand of the president position, without being involved in these experiences prior to his term as President. Trustee Davis stated that the incoming president will need to demonstrate the ability and willingness to change and grow in this new position.

--The new president of the University of Wyoming will need to be capable of meeting the challenges of balancing the needs of the school for program development with those for capital development.

Trustee Mead stated that the new president will need to address needs of program development with this capital development. There was brief discussion regarding current programs being developed at the University, the *University Plan 4: First position paper, October 2012* document and continuing to follow the plan, and the need to continue efforts in recruiting top faculty to the University.

--UW is an important source of professionally skilled people Wyoming needs. The new president will have to nurture UW’s professional programs.

Trustee Mead commented on the need to provide skilled people in professional fields like medical education.

--The new president will need to be willing to effectively and fairly create sometimes-unwelcome changes.

Trustee Mead commented that this was referenced and repeated throughout these points, but that Board feels the incoming president must be “unwilling to accept mediocrity.”

--The new president of the University of Wyoming has to have an unwillingness to accept mediocrity; an attitude that if “I don’t do it, it won’t get done.” This person has to have the capacity to identify where change is needed and the courage to lead that change.

Trustee Bostrom commented that the person in this position is of utmost intellect and character.

Trustee Fear expressed her concerns for the University’s funding model, its complicated components and the challenges faced by the University administration to meet salary needs and expense for building operations. She commented that the next President will need to understand this model and its challenges.

ASUW President Joel Defebaugh commented on how the University has strength with international students and study abroad course offerings, and the incoming president must understand this mission.

There was brief discussion regarding the contract for the next president, including length of contract, salary, perks/benefits, any special needs that should be considered, faculty status and

whether the person could be granted tenure, deferred compensation, performance evaluation process, and “retreat rights” (the ability to leave the position). Ms. Asher noted that most contracts for university presidents is 5 years.

Trustee Willson noted that President Buchanan was offered salary increases in years past, but due to the difficult economic status of the state and University, declined the offers.

In response to Trustee MacPherson’s inquiry regarding the president position profile, Ms. Asher commented that this document needs to be completed fairly quickly following the open forums to be held in the coming weeks, and the Board should have the document in final form soon.

Trustee Rochelle inquired about internal candidates who intend to apply for the position and whether that information will be made public. Trustee Bostrom reminded the Board that all nominations and/or application materials will be sent directly to Greenwood & Asher. Ms. Asher commented that the review committee will review internal candidates the same way they review the external candidates—they will be treated the same during the screening process.

Trustee Bostrom stated that the Tier I initial screening committee will meet in the afternoon and discuss confidentiality, process, and moving forward with review of materials.

Trustee Mead inquired about the public meetings, location, etc. Trustee Bostrom noted that there will be advance notice for public meetings so people will be able to participate.

There was a brief roundtable discussion by the Board. Trustee Trosper commented that the next president must have the ability to work with the legislature and therefore be strong in politics and provided some examples of positive relationships created by the current president, Tom Buchanan, including the improved relationship between the University and community colleges. Trustee Trosper also expressed his concern for a long contract, and stated he feels the contract should be shorter than the standard 5 years.

Trustee Willson commented that building in a presidential evaluation process every year will keep the president engaged and productive.

Trustee Rochelle thanked Trustee Mead for leading the discussion regarding the presidential profile committee notes, stating that she feels comfortable with the comments provided by that committee.

Betty Asher thanked the Board for their time and commented that she looks forward to meeting with them again soon.

There was no other business to come before the Board.

Adjournment

Board of Trustees President Dave Bostrom adjourned the meeting at 11:36 a.m.

Respectfully submitted,



Shannon Sanchez
Deputy Secretary, Board of Trustees