

**THE UNIVERSITY OF WYOMING**

**MINUTES OF THE TRUSTEES**

**SPECIAL MEETING  
Monday, October 1, 2012**

Final Minutes can be found on the University of Wyoming Board of Trustees website  
at [www.uwyo.edu/trustees](http://www.uwyo.edu/trustees)

**THE UNIVERSITY OF WYOMING  
“SPECIAL” MEETING OF THE BOARD  
MINUTES OF THE TRUSTEES**

**Monday, October 1, 2012  
1:00-4:00 p.m.  
Laramie Wyoming campus; Old Main Boardroom**

**AGENDA**

Call to Order .....	1
Roll Call .....	1
Public Session	
1. Presidential Search Process, Bostrom.....	1
Adjournment .....	8

### **Call to Order**

Board President Trustee Dave Bostrom called the meeting to order at 1:01 p.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, Betty Fear, Warren Lauer, John MacPherson, Jeff Marsh, Brad Mead, Jim Neiman, Dave Palmerlee, Ann Rochelle, and Howard Willson. Ex-officio Trustees Tom Buchanan and ASUW President Joel Defebaugh also participated. Ex-officio Trustee Governor Matt Mead was not in attendance; Mary Kay Hill, Education Policy Advisor to the Governor participated on his behalf. Trustee Trosper and ex-officio Trustee State Superintendent for Public Instruction Cindy Hill were not in attendance.

### **Public Session**

#### **1. Presidential Search Process, Bostrom**

University of Wyoming General Counsel Susan Weidel provided the Board with information regarding EEO, Equal Employment Opportunity, including current statistics for the state of Wyoming and University employees. Ms. Weidel noted that we are underutilized in areas of minorities and women. General Counsel Weidel noted that the state has 8% of employees in minority categories while the University employees are at 6%. Also, for the state, the number of female employees is 50%, while the University is only at 40%.

General Counsel Weidel recommended the Board of Trustees include the University’s standard language regarding diversity when crafting their materials for the president position, therefore, encouraging a large pool of applicants for consideration for the position of the new University president.

### **Committee Reports**

#### **Committee #1 Report**

Committee meeting was held in the Old Main Boardroom

*Confidential Search Process: Discussion of Open Meeting, Public Record Laws, and Securing the Confidentiality of the Search*

Special Guest: Paul Hickey

Staff Liaison: Chris Boswell

Trustee John MacPherson provided a report from the committee regarding *Confidential Search Process*. He commented that the committee recognized the desire to use a confidential search process which would allow for submission of the best list of candidates. Under this confidential process, the names of the final candidates would not be disclosed to the public. Trustee MacPherson noted that the recommendation from the committee was for the Board of Trustees to adopt a confidential search process.

Trustee MacPherson noted there was considerable discussion in the committee regarding confidentiality and signing of a confidentiality agreement. The committee unanimously supported creation and approval, at a future Board meeting, of a resolution of the Board which would include language regarding a confidential search. This resolution would take the place of a formal signed confidentiality agreement. Trustee MacPherson noted that non-Board members participating in the presidential search process would be required to sign a confidentiality agreement.

Trustee MacPherson stated that the committee has designated Chris Boswell, Vice President for Government and Community Affairs, as the spokesperson for this process on behalf of the University of Wyoming and the Board of Trustees.

There was some discussion by the Board regarding openness and fairness with respect to revealing the names of the finalists to the university community and public. Trustee Rochelle expressed her strong support for releasing this information to the public when the final candidate names were identified.

Trustee MacPherson clarified that the resolution to be reviewed and approved by the Board would include information regarding confidentiality as well as other “plans” with respect to the presidential search process, search consultant, position profile, etc.

## **Committee #2 Report**

Committee meeting was held in the Old Main Tenure and Promotion room 321.

### *Selecting a Search Consultant*

Staff Liaison: Kim Reichert

Trustee Dick Davis stated that this committee was tasked with discussion regarding, *Selecting a Search Consultant*, and agreed unanimously in support of use of a search consultant for the presidential search process. The committee discussed the role of the search consultant and how the Board should consider using the consultant’s services. Trustee Davis noted that the committee agreed the Board of Trustees should have the ability to screen all applicants, not to rely on the search firm to screen the applicants on their behalf. The committee discussed the option for the search consultant to assist the Board by providing ranking of the applicants and/or recommendations. Trustee Davis noted that the ultimate decision regarding elimination of candidates is not for the consultant.

Trustee Davis stated that the committee discussed the type of applicants which should be considered and recommended to the search consultant for consideration in the process, including academics and non-academics, and internal and external applicants—providing as broad a pool of applicants as possible.

Trustee Davis noted that the committee recommended the search consultant assist with reference calls and background checks. The committee recommended the search consultant provide the Board with regular reports on applications as they are received—communicating often with the

Board on status of the applicant pool. The committee recommended the search consultant assist by providing a list of the strengths and weaknesses of applicants; however, all information be shared with the Tier 1 Committee. He also stated that it is recommended that all application materials be retained by the search firm. The Board of Trustees and non-Board members which will comprise the reviewing committees would be provided access to all materials and information through a controlled system through the search firm; the Board of Trustees would not receive any application materials at the University.

Trustee Davis stated the committee considered seven different firms and narrowed the number to four firms for consideration. He commented that the committee felt there were four firms that deserved further study by committee to identify recommendation to the full Board.

Trustee Dave Bostrom requested the committee meet and discuss the search firms and provide one recommendation to the full Board before the next meeting.

Trustee Lauer noted that the committee felt it was necessary for all application materials to be held with the search firm rather than the University, therefore providing confidentiality of the process and potentially increasing the size of the pool of applicants.

Trustee Davis noted the committee recommended the search consultant assist with crafting the language for the position, the “profile”, as the Board moves forward in the process.

### **Committee #3 Report**

Committee meeting was held in the Old Main Tenure and Promotion room 321.

*Screening Committee(s) Structure, Membership, and Role*

Staff Liaison: Kim Reichert

Trustee Dave Palmerlee stated the committee was to discuss, *Screening Committee(s) Structure, Membership, and Role*. He provided an overview of the committee recommendation to structure the review committees into three levels, Tier 1, Tier 2 and Tier 3. The first two tiers would include members of the Board of Trustees, faculty, staff, student body, UW administration, external groups, and the Foundation Board. Trustee Palmerlee stated the Tier 1 committee would review all applicant materials submitted, then provide recommendation of the top 12-16 (number not set) of candidates to the Tier 2 review committee. The Tier 2 committee would then review these recommendations, pare down the pool of applicants, and provide the final Tier 3 committee, consisting of only UW Board of Trustees and ex-officio trustees, with the top 3-6 candidates for consideration (number of final candidates to be recommended for submission not set).

Trustee Palmerlee noted the committee’s recommendation that the full Board have access to all application materials at all times during the selection process. Trustee Palmerlee then discussed the benefit of having multiple groups review the application materials. There was strong consensus from the committee to proceed with this structure as discussed. Trustee Palmerlee

noted that the committee did not discuss the specific people who would be on the different review tiers.

There was extensive discussion by the Board regarding the ex-officio trustees’ voting capability and their inclusion with the full Board, the number of people to include on the various review tiers, and the importance of the full Board only (no additional persons) in making the final decision in identifying the next University president. There was also a continuation of discussion regarding a confidential search process and the potential to draw in an increased pool of applicants versus the concern for not being transparent and open with the campus community and the state. Trustee Rochelle again expressed her strong support for releasing the names of the finalists to the public and bringing them to campus before the next President be named.

Representative from the Governor’s Office Mary Kay Hill commented on the recommended number of external folks proposed for the various review tiers, noting that there is an increase in size three times greater than the external group of people involved in the process in 2005.

In response to the inquiry from Trustee Bostrom regarding process, Vice President Boswell commented on the importance of this decision for the Board to make, and the importance of the search process being discussed in as open a fashion as possible. The Board has been appointed to represent the people around the state and have the responsibility of identifying the greatest and strongest president possible, even if that means keeping the candidate pool confidential.

Trustee MacPherson commented that this is one of the most important decisions he and others will make while serving as University of Wyoming Trustees, and to ensure the candidate pool is stocked with the most qualified pool of candidates, it is essential to proceed with a confidential search process. Trustees Neiman, Mead and Davis expressed their strong support for having only the full Board of Trustees, including the ex-officio trustees, service as the Tier 3 committee, providing the review of the final candidates and selection of the next University president.

There was continued discussion regarding numbers of people on each Tier group and how many from each areas, i.e. student body, faculty, etc. should serve. Trustee President Bostrom commented that there should not be one individual who is on every committee, who sees the process from beginning to end. There should be a fresh set of eyes reviewing at every level.

#### **Committee #4 Report**

Committee meeting was held in the Old Main Boardroom

*Developing the Position Profile*

Staff Liaison: Chris Boswell

Trustee Brad Mead provided an overview of the discussion from his committee regarding *Developing the Position Profile*. Inserted are the notes as provided by Trustee Mead. He noted that there is no particular order of these items, and they should not be interpreted with emphasis on one characteristic over another—at least at this point in time.

Trustee Mead noted that the committee 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.

*--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.*

*--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.*

*--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.*

*--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.*

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

*--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.*

*--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.*

*--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.*

*--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.*

*--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 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.*

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

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

*--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.*

The committee recommended the Board also discuss with the search consultant the language needed for this announcement. Special Assistant Reichert noted the position announcement is different from the position profile. Representative from the Governor’s Office Mary Kay Hill noted that the public comments will need to be incorporated as their suggestions will be valuable when considering what the University and state are looking for in this person and position.

#### Other Topics:

Trustee Bostrom stressed the importance of the draft timeline he prepared and presented to the Board. He noted that the proposed schedule is aggressive, but will allow the Board to keep the process moving in a timely manner.

There was discussion regarding specific dates on the timeline, noting a change from meeting on December 9, to meeting on Friday, December 7 and scheduling the final meeting for review of candidates in late January 2013.

The Board discussed the letter which was sent out to external groups under President Bostrom’s signature inviting participation in the process allowing folks to provide comments and/or suggestions regarding the next University President. Several trustees suggested additional groups be added to the list and receive the letter. President Buchanan recommended distribution of an invitation to all faculty and staff soliciting input about the next President and create a website or email address where people could send comments to the Board of Trustees throughout



the process in the coming months. Special Assistant to the President Kim Reichert noted that a website has been created and is currently in the testing phase.

Trustee Bostrom discussed the necessity of those non-Board members serving on the tier review committees to sign a confidentiality agreement. If those persons refuse to sign the agreement, they will be excluded from the process.

President Buchanan commented that the Board should not specify a date by which the applications for this position be due, rather note in the announcement when the initial screening of candidates will begin and encourage early submission.

Trustee Bostrom briefly discussed the budget supporting the Presidential search process, noting the considerable amounts of travel and materials which will be necessary for this process in the coming months. Trustee Bostrom then discussed the importance of transparency regarding the presidential search process. He noted that a resolution will be prepared in advance of the next Board meeting which will outline the presidential search process and timeline.

There was brief discussion regarding timing of the offer to the final candidate for this position, tentatively scheduled for February 2013, and how this would fall in line with the semester and transitioning in and out of the University. President Buchanan commented that this timeframe is aggressive, but it is important that the Board provide the candidates with a proposed start date. He also recommended that the Board review and consider proposed salary package, as they will need this information when moving forward with conversations with applicants.

Trustee Bostrom discussed the information packet which will be created for candidates. He provided an example from another university and commented that the staff would begin to compile these materials and have rough draft for review at the next meeting.

Trustee Bostrom stated that Special Assistant to the President Reichert would be contacting the top four search consultants as identified by the committee and coordinate their participation with the Board at the next meeting. He also noted that Trustee MacPherson, with the assistance of legal counsel Paul Hickey and colleagues Trustees Davis and Palmerlee, would prepare a resolution for the Board to review and approve at the next meeting.

Trustee Bostrom thanked the Board for making themselves available for this meeting and stressed again the importance of the task at hand and the work of the Board in the coming months. He announced that the next “Special” Board of Trustees meeting would be held in Laramie in the Old Main Boardroom on Friday, October 12, beginning at 11:00 a.m.

There was no other business to come before the Board.

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**Adjournment**

Board of Trustees President Dave Bostrom adjourned the meeting at 3:29 p.m.

Respectfully submitted,



Shannon Sanchez  
Deputy Secretary, Board of Trustees