

**THE UNIVERSITY OF WYOMING**

**MINUTES OF THE TRUSTEES**

**SPECIAL MEETING**

**April 23, 2005**

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

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

**Saturday, April 23, 2005**

**8:00 a.m. – Old Main Boardroom**

Trustee President Judy Richards convened the meeting of the University of Wyoming Board of Trustees on Saturday, April 23, 2005 at 8:00 a.m. Trustee Taylor Haynes moved to go into executive session; it was seconded by Trustee Jim Neimans. The motion carried unanimously.

**Business Meeting, Old Main Boardroom**

**1. Call to Order**

The Business Meeting of the Board of Trustees of the University of Wyoming was called to order at 1:25 p.m. on Saturday, April 23, 2005 by President Richards.

**2. Roll Call**

Roll call was taken by Trustee Rounds. The following trustees were present: Charles Brown, Richard Davis, Taylor Haynes, Warren Lauer, Jim Neiman, David Palmerlee, Judy Richards, Peggy Rounds, and Tom Spicer. Trustees James Trosper, Howard Willson and Hank True were unable to attend. Ex-officio Trustees Philip Dubois and David Willms were in attendance. Ex-officio Trustees Dave Freudenthal and Trent Blankenship were unable to attend the meeting. Chris Boswell, Governor's Chief of Staff, participated on behalf of Governor Freudenthal.

President Richards thanked everyone for attending the meeting.

### **3. Acting President: Objectives and Goals**

President Richards asked Vice President Thomas Buchanan to go over his objectives and goals he has identified for his term as acting president. Dr. Buchanan shared the goals and objectives discussed with the board during executive session. They are: 1) focus on academics with attention to the composition of the teaching workforce; 2) stabilize and enhance research support; 3) maintain and enhance administrative stability and performance; 4) refine enrollment management with academic planning; 5) support and strengthen campus planning; and, 6) implement and guide capital construction.

President Richards thanked Dr. Buchanan. She stated that the board had a good executive session during the morning and said they are entertaining a discussion on the contract with Dr. Buchanan. Upon approval by both entities, it will become public.

### **4. Presidential Search and Process**

President Richards turned the discussion to the presidential search process. She stated there are items in front of the trustees on what will occur during the search process. She suggested the trustees review them closely to determine what they want to do in terms of setting up a search process. The first item is to develop the leadership statement. President Richards stated she has done research on a variety of search firms. The firms work with the board to develop the leadership statement. She asked for direction from the board on whether they wanted her to get additional information from the search firms in order to determine which firm the board wanted to retain.

Trustee Davis asked if the board was going to develop the statement and then hand it off to the committee or if the committee was going to develop the statement in conjunction with the

search firm. He noticed that in some of the materials he reviewed, the statement is sometimes developed by the search committee, once that committee has been established. He also noted that search firms can help prepare the statement. His question was what the thoughts of the board were and what comes first. President Richards said that she felt the leadership statement would be developed from the goals and objectives of the university. She believes that the board has those in place with Dr. Buchanan assuming the role of acting president in July. She noted that whether the leadership statement is developed as a search committee or as a board, this is something that the board as a whole should participate in, due to a relatively new board and the lack of search experience. Trustee True is the only current trustee to have experienced a presidential search.

Trustee Spicer commented that he felt the board as a whole should work on the leadership statement with the search committee. Trustee Lauer said there are preliminary things that the board should do before they begin to work with the search committee and that the board has the time to do that without rushing. He suggested that the board become more familiar with the elements they need to look at and have more meaningful discussions.

President Richards noted that the board does have information from the past search and she has talked to past search committee members. The board will do quality work and hold a far-reaching search. Since there is an acting president in place, they can work slowly and methodically to allow any and all applicants to participate.

Trustee Haynes said he concurred with Trustee Lauer in the need to be deliberate in making the right choice for president. Trustee Haynes and Trustee Davis further discussed the development of the leadership statement without the assistance of the search firm and agreed that they would have additional information available when the search firm is selected to clarify the

direction the board wants to go. Trustee Palmerlee stated that he thought the leadership statement was built off the goals and objectives for the institution and emphasized the importance to expose faculty, students and staff to the leadership statement for their input. Dr. Buchanan noted that the engagement of faculty and staff for their input would be best done in the fall.

The trustees discussed the need for consensus on their goals; tapping into the knowledge of a variety of groups at the university; involving constituents in the process of hiring a new president; and, keeping the process thoughtful and deliberate. President Richards will distribute the information on search firms she has collected to all the members of the board within the next couple of days.

Trustee Spicer noted that it would be useful to have a subcommittee of the board receive the information, rather than sending it out to all the trustees. Trustee Haynes moved to have a sub-committee of the board appointed; Trustee Lauer seconded. The motion carried. Trustees Haynes and Rounds volunteered to serve on the subcommittee. Trustees Spicer and Palmerlee were nominated to serve as well. The information collected by President Richards will be sent to the board by the President's Office. The sub-committee was asked to check references on the search firms.

President Dubois commented that the leadership statement should include actions that are long-term on the horizon for UW and advised the board that hiring a search firm requires hiring a specific person within the firm. He also told the board to keep in mind that the search firm's fees are negotiable and should not scare the board. Typically, the cost includes travel, 30-50% of the salary of the new president, and other minimal costs over the course of the search.

Trustee Davis commented that he wondered if it wouldn't be helpful to have a preliminary discussion on the composition of the search committee. Trustee Haynes said he did not feel that

it would be appropriate to talk about the committee at this point as the board has not clarified the direction they want to go. Trustee Rounds stated that the committee would be all-inclusive. Trustee Palmerlee said he was not prepared to say if there would be representation from all the groups that were outlined. Dr. Buchanan commented that the conversation is straightforward and asked the board to put serious thought into the skill set they would like from all the individuals that will be asked to serve, to provide a balance in the group. President Dubois said that he felt the board should reserve the right to choose from the various groups suggested, and to include someone that is aware of the university's legislative efforts and understands the internal management of large institutions.

Trustee Neiman reiterated that outreach is essential and the board needs to keep in mind that the responsibility for recruiting the best president rests on their shoulders. The board had additional discussion on the need to identify skill sets of the search committee membership and on the composition of the search committee. The list of skills will be disseminated to the board as determined by the sub-committee. Trustee Lauer made a motion that the sub-committee develop a list of search committee skills for distribution to the board. Trustee Rounds seconded the motion, and it carried unanimously.

President Dubois suggested that the board consider hiring one or two additional people for administrative support, possibly drawing on retired UW employees. The other decision the board needs to make is whether or not the search will be confidential. There are pros and cons to each argument. President Richards said that the confidentiality issue will be discussed at a later date and asked the board to take all of the information from this meeting and read it for a continued discussion. Trustee Rounds said that it is a good idea for the board to take the time they need to arrive at their decisions; Trustee Spicer concurred.

**5. Adjournment**

Trustee Haynes moved to adjourn the meeting at 2:30 p.m.; Trustee Brown seconded.

The motion carried.

Respectfully submitted,



Nicky S. Moore  
Deputy Secretary, Board of Trustees



Crystal R.M. Bennett  
Asst. to the VP for Administration