

Faculty Council
Meeting Minutes
April 9, 2009

Present: Julio de Paula, Dean of the College; Jane Hunter, Associate Dean; Andrew Bernstein, Associate Professor of History; Daena Goldsmith, Professor of Communication; Rob Kugler, Wright Professor of Christian Studies; Liz Safran, Associate Professor of Geological Science; and Terri Banasek, Executive Assistant and recorder.

Guests: David Ellis, Vice President, Secretary, and General Counsel; and Jay Waldron, trustee and chair of the Presidential Search Committee.

Dean de Paula provided some guidance to the Faculty Council regarding what Mr. Waldron is looking for in this meeting. What are faculty looking for in direction of the College? How should the Board and the search committee be reaching out to the community – how frequently and what kind of forum? Mr. Waldron has asked Dean de Paula to survey the faculty about attributes desired in a new president. The answers should be pithy – one answer to one question. Dean de Paula is trying to think about what the correct question would be. What are the attributes of a new president at the College? Dr. Goldsmith pointed out that there is an advantage to doing this at a faculty meeting to allow for back-and-forth discussion.

Dean de Paula introduced Mr. Waldron and explained the makeup of the Faculty Council and its work. Mr. Waldron wanted to do three things at this meeting: 1) tell Faculty Council about himself, 2) tell Faculty Council what the trustees have done and what they tentatively thinking about doing, and 3) listen and find out as much as he can about what Faculty Council can suggest about what the committee should look for in the next president.

Mr. Waldron explained his educational, professional, and career background. So far, he has talked with the people who led the presidential searches for Willamette and OHSU, and he has enlisted David Frohnmayer to assist in the search. Carr Ferguson will be the other unofficial advisor (he led the Cornell search). He is meeting with various college presidents and provosts. He has tried to systematically see just about everyone that he can find in the Northwest who has either run a search or is president of a college. Going forward, it is the most important thing a board ever does. He has done something like this in a more public way when he ran the search for the director of the Port of Portland.

Ron Ragen, Board chair, is in charge of selecting the trustee members of the committee. He is trying to ensure gender equity, ethnic diversity, etc. He is now in the process of getting faculty members and then will determine a student member. In the next few weeks, they intend to hire a search firm. This will be done by a subcommittee of the search committee. Mr. Waldron has a strong feeling personally that there should be non-traditional candidates, even if they do not make the final cut. He knows the College wants someone who is very strong academically, a leader, a collaborator, able to raise funds, and someone who gets Lewis & Clark.

Mr. Waldron went on to say that the process is going to be as transparent as it can be with a heavy dollop of confidentiality. The timeline will be up to the committee and what works best. He would like to be done with the committee by Thanksgiving but will be flexible. Ideally, at

the end of August, the committee will begin looking at résumés. He added that he wants to find a firm that doesn't just look at the "usual suspects." Mr. Waldron asked for thoughts and comments from Faculty Council. The committee will welcome any input.

Questions and comments:

Associate Dean Hunter: Does the committee submit its recommendations to the Board and then the Board votes? A decision has not been made about whether the committee will propose a certain number of finalists and whether the committee would feel so strongly about one candidate that it would only propose that candidate. They may present two or three, or present two or three with a recommendation. The process has not been determined yet. That will be decided between the Board and the search committee.

Dr. Kugler: Thanksgiving seems optimistic. Does that include campus visits? Mr. Waldron responded that visits probably would happen after Thanksgiving. It is a goal to be done by Thanksgiving.

Dr. Kugler: When the committee is done and hands it off to the Board, does the committee have continuing responsibility? Yes, if only to orchestrate everything. Mr. Ellis added that the committee would also be responsible for gathering feedback. Mr. Waldron stated that he would like the search to be completed by the February Board meeting. He then described the process that Willamette used. The committee will develop a profile with input from all of the members of the search committee.

Dr. Kugler: In terms of gathering views, he will work hard to make sure that the committee listens very carefully and faithfully represents those opinions. He wants to hear how representatives of other schools will be doing this. Mr. Waldron totally welcomes opposing views. He looks forward to a lively discussion and opportunity to blend all opinions.

Dr. Bernstein: The election of Rob Kugler as the CAS representative to the search committee rather than an appointment points to the desire to have input across the board. He appreciated the opportunity last time to ask direct questions of the candidates.

Dr. Kugler: Given the nature of the process, does Mr. Waldron anticipate opportunities for the committee to have contact with the complete Board so that there are exchanges of views with the search committee and the Board? Yes. Mr. Ellis said that it is a question of timing. There is a Board meeting in early October, and by that point, the committee should have the majority of résumés and files to review and also be at the stage where it is making hard decisions. A good chunk of time needs to be scheduled for the search committee and the full Board. Dr. Kugler added that ways need to be found to make that a sustained conversation. The Board, the faculty, and administrators need to get to know each other, and this might be an opportunity to start that.

Dr. Safran: How will the committee know if candidates "get" Lewis & Clark? Mr. Waldron responded that the committee will understand. Faculty members will be final evaluators when candidates come to campus. He is not sure all of the Board members "get" Lewis & Clark. There is a strong alumni contingent from the Board that will be on the committee as members.

Dr. Bernstein pointed out that the character of the College has changes a lot in the last couple of decades. Associate Dean Hunter asked if Dr. Kugler and Dr. Goldsmith see a continuity. Dr. Goldsmith was here in 1982-86. She actually feels there is continuity between that time and when she came back. Morale is higher, and people seem happy with the transparency and with President Hochstettler and especially Dean de Paula. There were difficulties in the interim. Many of the people on the faculty during that period found a lot of frustration because of how things came down from the top regarding what kind of school we were going to be and how we govern ourselves. Mr. Waldron said that the search committee will develop a statement of what it is looking for. Then there will be a “puff” piece that will go out in all of the magazines and will be dictated in part by the search firm, because they know what works.

Dr. Kugler: He served on the Strategic Planning Task Force with Stephen Dover. He is a great example of the kind of the continuity you can point to – beneficiaries of the uncompromising commitment to the liberal arts. He is an alumnus with a profound sense of this place.

Dr. Goldsmith: People at Lewis & Clark aren’t joiners. Students, administrators, and faculty are passionately committed to the institution, and that is what keeps them going. It makes us different from many other institutions that have a sense of themselves, and it makes it difficult for us to do things. Individualism can be a strong selling point when people get it.

Mr. Waldron asked how you instill the pride that is going to lead to fundraising. Associate Dean Hunter responded that you need to create senses of community that can leave students feeling nourished and supported. We have some work to do.

Dr. Bernstein: The key word is transparency. Another quality for a president is to be a good collaborator with a good understanding of transparency. With the increase in transparency, morale has been on the upswing. He is keen on preserving that. The College needs someone who is really invested in the liberal arts and respectful of the faculty’s governance structure.

Associate Dean Hunter added that College is really well led and is working well. She wants a president who can be a charismatic person on campus but whose main mission is external. We don’t need a president to come in and take apart the current structure. Dr. Goldsmith wants someone who respects that things are going well now. There is some feeling that everything is going to be taken apart.

Dr. Kugler: The College has established a great trajectory. We are on the way to achieving the recognition that we deserve. We need someone who understands and can go out and sell that. The Faculty Council would say that Dean de Paula is doing a great job in overseeing the life of the College.

Mr. Waldron responded that the law school echoes that; he has not talked with people in the graduate school yet. Dr. Bernstein added that he is proud of what his colleagues are accomplishing. Mr. Waldron sees the power of a president to raise funds.

Dr. Kugler suggested another quality. President Hochstettler, Greg Volk, and the development staff have improved relationships with alumni, and we need to build on that. Dr. Bernstein is

encouraged by what Mr. Waldron is saying – he doesn't want to sell the College short. Our reputation is still catching up to the quality.

Regarding the survey, Dr. Kugler and Ben Westervelt are the newly elected representatives to the search committee. Perhaps they should be surveying the faculty. Perhaps there could be a town-hall meeting separate from the faculty meeting called by those representatives. Dr. Kugler added that he is meeting with Dr. Westervelt on April 10 to discuss how to collect the information. Dr. Goldsmith suggested the combination of a survey with a town-hall meeting. Dr. Kugler responded that he and Dr. Westervelt will do a number of public events and always will be open to electronic submissions. It was noted that transparency goes both ways. Once Dr. Kugler and Dr. Westervelt have gathered information, that information needs to be communicated back to the faculty.

It was noted that there is no representation of staff on the committee, and this is very peculiar. Mr. Waldron responded that there will be one staff person, but no one from the administration. Dean de Paula noted that it is not atypical not to have direct reports to the president on the search committee. Dr. Kugler pointed out that the committee needs someone from administrative staff. Dean de Paula is working on that. Mr. Ellis noted that he will be at all meeting of the committee and will be a voice but not a vote.

Mr. Waldron and Mr. Ellis left the meeting.

Dr. Safran said that her only real question is about the big school influence – she would like to hear more about how a president of a liberal arts college might be different from a president of a more comprehensive university. Dean de Paula added that these things need to be vetted. Obviously, we want the best person out there.

Announcements:

- A candidate for the Mellon Post-doc is tentatively scheduled for a presentation on April 23, 2:00-3:30 p.m.
- Dean de Paula will try to schedule another Faculty Council meeting before April 22.

The meeting was adjourned at 5 p.m.