

## MINUTES OF THE BOARD OF TRUSTEES EXECUTIVE COMMITTEE

### WEBSTER UNIVERSITY

March 26, 2007

The Executive Committee of the Board of Trustees of Webster University met at the St. Louis Club – Chouteau Room on Monday, March 26, 2007 at 7:30 a.m. for a special meeting pursuant to notice sent to all members. Mr. Doug Hill, Chairman, presided.

The following trustees and administrators attended:

Doug Hill, Trustee	Richard Meyers
Mark Burkhart, Trustee	Matt Andrew
Joe McKee, Trustee	Deborah Dey
Jerry Ritter, Trustee	David Garafola
Bert Walker, Trustee	Neil George
	Larry Haffner
	Karen Luebbert

Jan Greenwood, President and Partner of Greenwood & Associates, Inc., also attended.

Board Chairman Doug Hill welcomed the Committee members and thanked them for their attendance. Mr. Hill noted that this was a special meeting for the Executive Committee to become better informed on the succession process for higher administration, and to review institutional goals and objectives.

President Richard Meyers introduced Jan Greenwood, a consultant who assisted Webster University on executive searches resulting in the hiring of Dr. Meyers and David Garafola. Jan Greenwood previously worked with Jerry Ritter during the Science Center's search process that ended with the hiring of Doug King as its President and CEO.

The folder and materials prepared by Dr. Greenwood contained her contact information, slide presentations on college presidents, a report on the advancements of Webster University under the leadership of Dr. Meyers, and the publications "The Leadership Imperative" and "The American College President, 2007 Edition."

Dr. Greenwood noted that higher education is in "tricky" times because of the many changes occurring in the industry. The processes Webster University used in the hiring of Dr. Meyers may not be as effective for the search of his successor. During the 1970s many college and university presidents retired and since no strong feeder pool existed, young and inexperienced individuals took the helms at many institutions. Now higher education finds itself in the same situation with the graying of not only presidents, but vice presidents, provosts and deans as well. She noted that in the past search committees gave great weight to the interview process, but that has proven to be the least reliable predictor of a leader. The behavioral patterns of a candidate, that is matching the candidate's past experience with the institution's needs, have emerged as the most reliable predictor of a leader.

Dr. Greenwood discussed the nature of the presidency in today's world of higher education:

- Private institutions now face significant fund raising competition from public institutions.
- More presidents are now gay/lesbian and many of the spouses/partners have their own businesses or careers. Institutions now recognize the role of spouses as significant in the life of the institution and many boards are providing compensation along with cars and insurance policies to the spouses/partners of presidents.
- Higher education does not generally promote an internal candidate to the presidency; unlike the corporate world, higher education hires its leader from outside the institution. Only MIT, a large research institution, has developed a successful internal succession plan because the deans from these large research universities often have portfolios similar to that of the president (fund raising, external relations, etc.). This is by far the exception and not the rule in higher education. At master's level institutions such as Webster, deans do not have the breadth of experience necessary to lead the institution.
- Today's presidents want to build equity in a home and thus will accept a housing allowance rather than live in institution-owned housing.
- Many institutions use their retired presidents in their fund raising efforts.

Because of the significant "graying" of higher education leaders, college and university boards are incenting presidents to stay longer. The loss of a chief fundraiser and/or president can result in the loss of two years of fund raising. Thus, boards will provide five-year contracts for the president along with incentive plans.

Dr. Greenwood noted that the accomplishments of the University under the leadership of Dr. Meyers are "substantial." The University has a distinctive mission and she knows of no comparable institution. While "pieces" might be comparable with other institutions, no single institution has the "total" Webster brings, especially in international and on-line programs.

Doug Hill inquired as to the process, procedures and timeframes for a presidential search process. Dr. Greenwood noted that the search process must be tailored to the individual institution. Today's recruitment process the ad process is not as successful as it has been in the past. In over 600 placements she has made, not one came from an ad even though the institution must advertise openings. The successful search results from search firms locating individuals who have the skills needed by the institution and who are not actively looking for a new position. A search includes targeting people from the outside, setting up appointments and interviews in addition to looking at prospects from within the institution. The prospect should be tailored to the specific institution. The Board establishes a search committee of 10-15 people including chairs of various university constituencies. The search committee recommends 3-5 unranked candidates to the Board. The Board makes the final selection.

Ambassador Walker asked if Dr. Greenwood knew of any other institution like Webster, or is the institution truly unique. Dr. Greenwood responded that Webster University is in a top level position with its international success and online coursework. Many institutions have tried to do both and have failed; Webster has tried and succeeded.

When asked about any weaknesses in the University, Ms. Greenwood stated that Webster needs to build its endowment. The goal should be \$40,000 for each full-time student.

Dr. Meyers reviewed the progress made in achieving the 2006-07 institutional objectives:

- **Comprehensive Campaign.** Under the leadership of Jerry Ritter, the campaign leadership continues to make major solicitations and we have had some success. After the retirement of Russ Viehmann, Matt Andrew has stepped in and has the full support of the Development team.
- **NCATE Accreditation and NCA Re-Accreditation.** Accreditation and licensure work continues in the School of Education, School of Business and at several international and domestic locations. The DESE and NCATE on-site review processes concluded in the fall and we await the decision from NCATE. The NCA re-accreditation process is beginning. Following the self-study process, we will publish a written formal report in Fall 2007. On-site visits will take place in early April 2008.
- **Growth of the University.** The University experienced tremendous growth in many areas. Dr. Meyers noted that the vice presidents are preparing dashboard indicators for the board to provide them with a quick overview of key performance indicators.
- **Financial Soundness.** The University is doing well and is on target. Online credit hours continue to grow and are exceeding budget goals.
- **The Campus Master Plan.** The City of Webster Groves approved a new zoning district, Major Educational Campus. This designation replaces the longstanding Conditional Use Permit under which the University has operated for decades. The University will now develop its Campus Master Plan in accord with the Educational Campus zone requirements.
- **Improved University Awareness.** The University has received several awards recently recognizing its leadership role in the local community as well as in the world of higher education

Preliminary objectives for 2007-08 are:

- Strengthen a shared understanding of the University's mission.
- Continue "silent" phase of the campaign and determine final projects.
- Continue reaccreditation processes.
- Continue the growth of the University, including online programs and other opportunities.
- Maintain financial soundness.
- Obtain Webster Groves City approval for the Master Plan and begin implementation.
- Promote and expand the international academic mission.
- Increase awareness of the University at the local, national and international levels.

The Executive Committee members suggested adding an objective focusing on determining satisfaction levels of students, parents and alumni, increasing alumni giving and developing the infrastructure of leadership.

There being no further items for discussion, the meeting adjourned.

**The Committee met in Executive Session.**

Respectfully submitted,

A handwritten signature in cursive script that reads "Mary Birkenmeier".

Mary Birkenmeier, Recording Secretary

A handwritten signature in cursive script that reads "Karen M. Luebbert".

Karen Luebbert, Secretary of the Board