

Minutes of the
Second Regular Meeting of the Nineteenth Senate
Indiana University-Purdue University Fort Wayne
October 11, 1999
12:00 P.M., Kettler G46
Agenda

1. Call to order
2. Approval of the minutes of September 13, 1999
3. Acceptance of the agenda - M. Downs
4. Reports of the Speakers of the Faculties
 - a. Indiana University - M. Downs
 - b. Purdue University - J. Silver
5. Report of the Presiding Officer - R. Hess
6. Committee reports requiring action
Agenda Committee (Senate Document SD 99-2) - M. Downs
7. New business
8. Committee reports "for information only"
9. The general good and welfare of the University
10. Adjournment

Presiding Officer: R. Hess
Parliamentarian: J. Clausen
Sergeant-at-Arms: M. Sherr
Secretary: B. Blauvelt

Senate Members Present:

B. Abbott, H. Abu-Mulaweh, R. Barrett, R. Berger, P. Bingi, F. Borelli, W. Branson, J. Brennan, V. Coufoudakis, M. Downs, C. Drummond, B. Fife, L. Fox, P. Hamburger, S. Hannah, S. Harroff, J. Haw, B. Hume, M. Kimble, D. Marshall, N. McCroskey, K. McDonald, J. Nichols, M. Nusbaumer, D. Oberstar, A. Pugh, B. Salmon, H. Samavati, J. Silver, K. Squadrito, J. Tankel, D. Vasquez, M. Wartell, W. D. Weakley, L. Wright-Bower, Y. Zubovic

Senate Members Absent:

C. Champion, J. Cochren, M. Codispoti, L. DeFonso, W. DeMott, I. Hack, B. Harwood, C. Leiserson, R. Manalis, D. Pfeffenberger, D. Schmidt, Z. Shipchandler, R. Tierney

Medical Education Representative: R. Sweazey

Faculty Members Present: L. Balthaser

Visitors Present: W. Bowman, E. Kehoe, J. Dahl, M. Gruss, R. Kostrubanic

Attachment:

["Approval of replacement members of the Curriculum Review Subcommittee, the International Studies Program Advisory Subcommittee, and the Faculty Affairs Committee" \(SD 99-2\)](#)

Acta

1. Call to order: R. Hess called the meeting to order at 12:01 p.m.

2. Approval of the minutes of September 13, 1999: The minutes were approved as distributed.

3. Acceptance of the agenda:
M. Downs moved to approve the agenda.

The agenda was approved as distributed.

4. Reports of the Speakers of the Faculties:
 - a. Indiana University: M. Downs had no report.

 - b. Purdue University:

J. Silver: Senators may be aware that President Beering has announced his plans to retire at the end of the fiscal year. Trustees have appointed a committee to conduct a search for a new president. They have also asked the University Senate at West Lafayette to constitute a secondary committee to assist in that process. We have been invited to elect one member to serve on that committee. That committee will participate in the interviews and make recommendations to the actual search committee. I asked whether it was possible for that representative from this campus to be either an Indiana University or a Purdue University faculty member, with the argument that IU faculty are strongly influenced by the decisions made by the president in the way of Purdue's role as managing partner. I was told that that would not be appropriate. I was sorry to hear that, but I think this is a case where we need to exercise whatever voice we're given. We should take this opportunity to have some say in the process. Therefore, under "new

business" I will move that the Senate ask the Nominations and Elections Committee to conduct an election for someone to serve on this committee.

5. Report of the Presiding Officer - R. Hess: R. Hess had no report.
6. Committee reports requiring action: - Agenda Committee (SD 99-2) - M. Downs:

M. Downs moved to approve SD 99-2 (Approval of replacement members of the Curriculum Review Subcommittee, the International Studies Program Advisory Subcommittee, and the Faculty Affairs Committee). Second.

Motion to approve passed unanimously.

7. New business:

J. Silver moved the following resolution:

Resolved, That the Senate direct the Nominations and Elections Committee to conduct an election of the Senate to select a Purdue Senator to serve on the University Senate Selection of the President Committee. Second.

P. Hamburger moved to amend the resolution to substitute "any Purdue faculty member" for the words "Purdue Senator." Second.

Motion to amend passed on a voice vote.

The motion, as amended, passed unanimously.

8. Committee reports "for information only": There were no committee reports.

9. The general good and welfare of the University:

W. Bowman: I would like to thank the members of the Senate for granting speaking privileges to me. I arrived on your campus approximately five months ago and am still learning many names and my way around Fort Wayne. I had asked to be able to appear briefly before you today to introduce myself to you. I have a great deal of respect for the Big 10 degree--Indiana/Purdue--as I hold a degree from Michigan State. Given the state of our football program right now at Michigan State, it is particularly nice to stand here right now--maybe next week it won't be.

Over my thirty-five years of athletic administration I have had a great deal of respect and admiration for the sense of a faculty and what they would like or not like to see out of an intercollegiate athletic program. I am very sensitive to what we need to be doing in our department as it relates to making sure that our students are making better than "normal progress" toward graduation. I believe in **high** graduation rates--and that's 90% or above--

particularly in universities today where it does, in most cases, probably take five years to complete a degree. One of the things I often tell the parents is that as much as we will come to love your son or daughter, we will love it better when they walk across the stage, shake the hand of the chancellor and walk off the stage holding their diploma. If we are not succeeding at that level, we have failed the student athlete.

I just wanted to come and assure you that under whatever amount of time I am serving this particular university, my goal is to see that we get as close to 100% student athlete graduation within that five-year period of time as possible. I have been at different universities including California State University-Fullerton, where I had an opportunity to serve for three years; Chapman University for nine years; Covenant College for thirteen years; and Gordon College for eight years. I have always found that working with the faculty and **sensing** what it is they want, that together we have accomplished a lot.

I know that earlier this year there was a little bit of a disappointment when some of our student athletes during the first week of school were not in class due to some trips that had been organized prior to my arrival. I know that that is problematic at best, and I have asked the coaches that, with the exception of a rare time, I expect all of our teams here for the first week of each semester and for the last week of each semester. I think it is very, very important that they're here to pick up the syllabus, that they're here to meet you, that they're here to get started, and that you know that indeed they are going to be in that class. I would make one further pledge and that is that you will never hear from this athletic director about grades, papers, or anything else. I think our students have to mature from their freshman year until the time they leave here and to handle their responsibilities.

I am delighted to be here. I hope you will feel free to call my office at any time if you have a question. I assure you that my goal is to see that our students graduate and that, unless they are involved in an actual varsity contest, they are in the classroom. They are not excused to go to practices. They are to be in the classroom. For games we are asking and trying to work with you so that you will allow them to participate. These are things that I think are very, very important and, in my thirty-five years as an administrator, I have tried to put forward; I pledge to do the same during my time here. Again, thank you for allowing me to speak.

R. Hess: Are there other items for good and welfare? I have a question for Vice Chancellor Hannah. Since Professor Silver reported that the primary committee at West Lafayette is looking for the replacement for President Beering and that there is a secondary committee consisting of faculty, I understand that for the first time ever on this campus we have engaged an executive search committee for the office of the Dean of the School of Business and Management Sciences. Is there a budget for that? What is it? Is there a two-level committee structure such as the one at West Lafayette in securing this important position?

S. Hannah: That is a timely question. We have retained an executive search firm for finding a new dean of business. We asked about a half a dozen different firms nationally to give us a proposal and we did it for simple supply and demand reasons. On the supply side, as we were talking to folks at Purdue, at Indiana, and at AACSB--the accrediting agency for business people--they informed me how many business deanships were open nationally and that our

chances of finding one was going to be very, very difficult. They recommended that we look at a search firm. A number of institutions are using search firms to do this. On the supply side, there simply are so many searches going on across the country. Those who were advising me at Purdue, Indiana, at the accrediting body, and at other institutions said you really ought to get some help with the searching process.

I want to go on and talk about how this process works. Last year our search was not successful and we felt we just could not spend another year and not come up with a successful search. So, in the end, we hired a firm called R. H. Perry, Inc. out of Washington, D.C. They do exclusively academic searches, a lot of presidencies, some provosts, and some deans. The consultant working directly with us, his name is Al Koenig, is a retired university president. The reason I say the question is timely is because he is on campus today. His fees are standard: thirty percent of the salary plus expenses. And since he lives in Columbus, Ohio, it makes our expenses a little less.

Another reason why I wanted to make this recommendation to the Chancellor was not only because I realized that this was a very important position, but because we were out there competing with lots of people across the country for this kind of position. . . . Well, we're smart people, but we're not professional headhunters, and I thought we could learn something from this process. Already, just in working with this fellow, . . . I have already learned a great deal about how to do a search.

Let me tell you how it works. He is on campus today and tomorrow. He is interviewing all kinds of people. He is meeting with the faculty of each department; he is meeting with the administrative leadership in business; he is meeting with their Business Advisory Council; and he is meeting with their search committee. There is a search committee, one member elected from each department, one from the Business Advisory Council, and one person from the staff. That is the search committee. Jim Jones, Dean of the School of Health Sciences, is the chair (exofficio, nonvoting). He is meeting with all of these groups for the purpose of writing up an executive profile. He is asking everybody the same four questions. I just came from my interview with him about the challenges, about the strengths, about the weaknesses, and about the qualifications of the person that we are looking for. He is going to be asking those questions to the faculty and to the Business Advisory Council. Once he has those interviews he is going to go back to Columbus. He will write up an executive profile which he will send back to the search committee. . . .

I think what is attractive about this process is that it is going to force us to be very clear about the kind of person we're going to be looking for. From the beginning we are going to be very clear about the specific challenges of the schools: strengths, weaknesses, and qualifications of the person we are looking for. So we will be very clear about that. He will send this draft back to the committee. He will come and meet with them. They'll tear it apart. But when he leaves that meeting everyone will agree this is the person we are looking for.

Once he has that profile with the approval of the search committee, he now does what we have hired him to do--he goes out and searches. We have that profile and we can add to the search

and send to him all the names that we want. He will be gone for about two months. He will come back to the search committee with somewhere between 15 and 20 names of people that he believes meets that profile. He is going to make his own private A list and B list, but he will ask the search committee to make their A list and B list. He wants them at that point to reduce the list to eight names. Then he wants us to rent a room at O'Hare, Indianapolis, someplace. The committee, and the committee only, will be there to interview these eight candidates using a protocol that they will have developed with his assistance beforehand based on the executive profile. So they will interview those eight people off site and from that reduce it to a list of three or four whom they will bring to campus for interviews. It is driven by the faculty committee that approves the search process, the executive profile, the eight interviews, and directs the process on campus.

I probably answered really more than you wanted to know. I have examples of the model that they use. I have examples of the executive profile that they use. I would be happy to share them with any of you. I think one of the reasons we are doing this is to learn, because finding leadership in any arena is a difficult task at this campus, as at other campuses. You mentioned the search at Purdue. President Beering was commenting the last time about how many presidencies at research universities are open right now. There are six or eight of them. They have a search firm. They're all looking for the same person. . . . So a search firm can be very, very helpful.

R. Hess: I have one follow-up question. What is the success rate of this particular search company?

S. Hannah: 100% If they fail, they do it again for free. If a year later it's not successful, they'll do it again for free.

M. Downs: You said it's one-third of the salary plus expenses. Is there an approximate dollar figure?

S. Hannah: Yes, the salary right now is \$120,000. I know that sounds like a lot of money, but there is a competitive field out there. That is the median for ACCSB schools of our size.

C. Drummond: The pool of candidates could include people from industry?

S. Hannah: Yes. The last time the search committee included a couple of nontraditional candidates. I keep saying AACSB. That is the American Assembly of Collegiate Schools of Business, who have some very firm ideas about this. The visitor from AACSB, who has been extremely helpful to us, is one of the folks I consulted before I made this recommendation. Yes, nontraditional candidates are acceptable to AACSB, but not necessarily to the faculty. As you know our Interim Dean this year is a nontraditional person.

J. Silver: The Purdue University Committee on Institutional Affairs has a vacancy. If any Senator is interested in serving on that committee, please let me know.

R. Hess: The Legislative Issues luncheon sponsored by the Alumni Association in conjunction with Students Government and some faculty from our campus will be held on October 27 in

Walb Ballroom from 11:30 a.m.-1:00 p.m. Cost of the lunch is \$8.00. This is part of a two-step effort to mobilize those concerned about the funding on this campus early. There is will be another one in February. You can contact the Alumni Office for information.

10. Adjournment: The meeting adjourned at 12:26 p.m.

Respectfully submitted,

Barbara L. Blauvelt
Secretary of the Faculty