

**Minutes of the Special Meeting of the Murray State University
Board of Regents Presidential Search Committee
Pogue Library *Jesse Stuart Room*
December 14, 2018**

Call to Order

The Board of Regents Presidential Search Committee met in Special Session on Friday, December 14, 2018, in the Pogue Library *Jesse Stuart Room* on the main campus of Murray State University (MSU). Search Committee Chair Lisa Rudolph called the meeting to order at 9 a.m. (central) and welcomed those present. Other Search Committee members present were: Katherine Farmer, Marion Hale, Dan Kemp, Tim Miller, Steve Powless, Heather Roy and Randy Wilson. Absent: James T. Payne and Dr. Don Tharpe. Appreciation was expressed to Committee members for their willingness to serve the University in this capacity.

Agenda

<u>Call to Order</u>	Lisa Rudolph
<u>Appointment of Presidential Search Committee Secretary*</u>	Lisa Rudolph
<u>Murray State University Board-Approved Presidential Search Process (For Information Only)</u>	Lisa Rudolph
<u>Applicable Laws, Policies and Procedures (For Information Only)</u>	Rob Miller
<u>Applicable Murray State University Human Resources Policy/Procedure Review (For Information Only)</u>	Joyce Gordon
<u>Preferred Timeline and Advertisement Placement (For Information Only)</u>	Lisa Rudolph
<u>University Profile – Presidential Search (2013)</u>	Lisa Rudolph
<u>Preliminary Meeting Dates Schedule</u>	Lisa Rudolph

Other Business

Adjournment

*Requires Search Committee Action

Chair Rudolph read the following statement aloud:

“The Board of Regents has charged us with the responsibility to conduct a thorough search to seek out candidates that possess the characteristics, experience and expertise that best fits the profile we determine needed for our next President. The Search Committee will then submit those candidates to the Board of Regents for consideration. It is the intention of this Committee’s work to be transparent in order to maintain a high level of credibility, integrity and professionalism. This Committee must strive to be transparent while ensuring complete confidentiality. We must conduct our efforts fairly and in a professional manner in compliance with all policies and procedures. Additionally, however, we must recognize our responsibility to assure absolute confidentiality to our applicant pool. It is the intention of this Committee to be inclusive. Each of us has been selected for specific reasons. Some may be representing a select group, may possess a certain skill set or have past experiences that will add to the Committee. Whatever the reason, each of us bring a unique perspective to the table and I ask that we approach our task with an open mind and respect for each other’s opinions and vantage points. Having said that, I look forward to working with everyone individually and all of you collectively. I think we will do a great job.”

Appointment of Presidential Search Committee Secretary, approved

Chair Rudolph moved that the Presidential Search Committee approve the appointment of Jill Hunt, Senior Executive Coordinator for the President, Coordinator for Board Relations and Secretary to the Board as Presidential Search Committee Secretary. Ms. Farmer seconded and the motion carried.

Murray State University Board-Approved Presidential Search Process, presented

The following Murray State University Presidential Search Process approved by the Board of Regents on December 7, 2018, was included in the materials provided to the Search Committee:

Murray State University 2018-19 Presidential Search Process

BACKGROUND:

The presidential search to be conducted by the Murray State University Board of Regents will be national in scope, confidential in deliberations, public at the time finalists are identified and will honor the University's commitments to nondiscrimination and equal opportunity. The search process will be conducted with the utmost integrity.

TIMETABLE:

The search will commence immediately with the expectation that the President-elect will be chosen no later than May 2019. The newly-appointed President will be expected to assume the presidency no later than the Summer of 2019.

PROCESS:

The Chair of the MSU Board of Regents will appoint a ten-member Search Committee representing the faculty, staff, students and alumni of the University, with five members of the Search Committee drawn from the membership of the Board of Regents.

1. The Presidential Search Committee will have full authority to structure its work and processes consistent with the timetable and stipulations outlined in this policy statement.
2. The Presidential Search Committee will be charged to identify at least two, but no more than three, candidates to recommend, unranked to the full Board as being the best qualified individuals to serve as President.
3. The Presidential Search Committee will maintain in confidence the names of all nominees and applicants, as well as its deliberations.
4. The designated finalists will be invited to campus to meet with the campus community. At least one of those meetings will be an open public forum. A process will be structured by which feedback from these meetings will be received by the Board.
5. Appropriate funding will be set aside to cover the costs of the search process, including travel expenses of Search Committee members and the candidates invited for interviews.
6. Consistent with Kentucky Revised Statutes, the Murray State Board of Regents will select the next President.

Search Committee members had no questions regarding the search process approved by the Board. This was provided as an informational item only and required no action.

Applicable Laws, Policies and Procedures, discussed

Murray State University General Counsel Rob Miller discussed applicable laws, policies and procedures with the Search Committee. This information included:

- A Confidentiality Statement was included with the meeting materials. Each Committee member should review, sign and return that Statement to Secretary Hunt. The Statement is a reiteration of the importance of maintaining confidentiality throughout the entire presidential search process. There will likely be candidates from across the country who are interested in this position but until they become a finalist may not want to become a public candidate because doing so could impact their current employment.

- With regard to Equal Employment Opportunity, as a public institution Murray State University has an obligation to cast a wide net and, as part of the advertising process, bring in diverse and underrepresented candidates if at all possible. Once the Committee begins to review applications there is no additional benefit associated with diverse or underrepresented candidates. Committee members should be mindful of the Equal Employment Opportunity obligation as deliberations are undertaken. Mr. Miller and Human Resources Director Joyce Gordon are available to answer any questions Search Committee members may have in this regard.
- As a public institution, Murray State is subject to the Open Meetings Act which means business should be conducted publicly, with limited exceptions. Exceptions will apply in this search – most likely when individual applicants are discussed and the Search Committee would be allowed to go into Closed Session for this purpose. The Kentucky Attorney General is charged with oversight of the Open Meetings Act and Secretary Hunt is well versed in the associated technical requirements. The basis of the Open Meetings Act relates to whether a quorum is present – five members for this Search Committee. If a quorum of Committee members discusses community business, such as the presidential search, that would be an Open Meetings Act violation unless the technical requirements have been met. As an example, if a quorum of Committee members ride in the same vehicle to a candidate interview and begin discussing the interview that constitutes a public meeting and would be subject to the technical requirements of the Open Meetings Act. Committee members need to be mindful of any such situations should they arise. The Attorney General has also opined that smaller meetings of less than a quorum which are strung together would also violate the state statute and Committee members should be mindful of this as well.
- The Search Committee may decide to schedule regular meetings and that will enable Secretary Hunt to post those dates and they would no longer have to be considered Special Meetings. This is desirable, if possible, and would still allow for a Special Meeting to be called in the future, if necessary. The main difference between a Special Meeting and a regularly-scheduled meeting is that with the former notice of the meeting must be provided 24 hours in advance and Committee discussion would be limited to the agenda.

This was provided as an informational item only and required no action.

Applicable Murray State University Human Resources Policy/Procedure Review, discussed

Murray State University Director of Human Resources Joyce Gordon discussed applicable Human Resources policies and procedures related to the search process. This information included:

- Confidentiality is key to protecting the integrity of the search process. If confidentiality throughout the process cannot be assured good applicants may not apply for the position. Confidentiality also continues following the search as part of the terms of the Confidentiality Statement Committee members will sign. Committee members can make general comments about the search but they should not discuss deliberations publicly.
- Haley Stedelin, Human Resources Employment Manager, will assist the Search Committee with the applicant process. Human Resources regulations require each Committee member to complete a Canvas training module. PeopleAdmin is the applicant tracking system utilized during all search processes and individual candidates can be ranked electronically so data is automatically compiled. Committee members can print applications but to better ensure confidentiality, the Committee reached consensus they should not print materials if at all possible. Confirmation was provided that the print feature cannot be disabled in PeopleAdmin.
- The training members are required to complete also addresses the role of the Search Committee and the various stages of the process. Advertisements are routinely placed through certain venues such as Inside Higher Ed and higheredjobs.com and the University is a member of the National Higher Education Recruitment Consortium. Human Resources will automatically place the advertisement in these publications. The Committee will decide other locations where the advertisement should be placed. Human Resources and Secretary Hunt will support the Committee in this capacity.
- Ms. Stedelin reported that the Committee will be provided with information relatively soon on individual access to PeopleAdmin which will allow members to review and evaluate applicants electronically. Human Resources can help Committee members navigate the process if necessary. The system helps lessen the work of the Committee through automation.

This was provided as an informational item only and required no action.

Preferred Timeline and Advertisement Placement, discussed

The position advertisement utilized in the last presidential search process was included in the material provided to Committee members for review and content editing. The Committee will also decide the length of time the advertisement should run in each publication. Human Resources and Secretary Hunt will actually handle placing the various advertisements once the decision has been made on where those should appear.

The search process approved by the Board indicated the search will commence immediately with the expectation that the President-elect will be chosen no later than May 2019. Chair Rudolph suggested that the initial advertisement period be for 30 days to see how the applicant pool develops. The Committee would maintain the option of doubling the advertisement time period if that becomes necessary. Consensus was reached that this is how the process should proceed.

The Committee was also provided with a document that includes the description and responsibilities of the President as well as the advertisement from the last presidential search. The statement was made that the last advertisement did not contain many parameters and was fairly open ended and the question was asked in terms of how many applicants the last search attracted. Ms. Gordon reported for the last presidential search in 2013 there were 65 applicants. Agreement was reached that while parameters are important the Committee also does not want to limit the type of applicants who may apply for the position. The Committee reviewed the previous advertisement and position description and made the following suggestions/comments:

- Current advertisement is too long, wordy and should be more concise.
- Data included in the advertisement will need to be updated for currency.
- Reference to the four (or five) regional campuses should be added.
- A link to the University Profile, once updated, should be included in the advertisement.
- The fourth paragraph needs the most revision or should be deleted, especially if there is a link to the University Profile document.
- The fifth paragraph should also be eliminated.
- Reference to salary should not be included in the advertisement.
- If applicants have questions once they have applied, those should be directed to Chair Rudolph to ensure all candidates receive the same information. Committee members should be actively recruiting potential applicants and answering their questions at this point in the process because this represents one of their key roles.
- The application for the position will be built into the PeopleAdmin system and candidates will have an opportunity to upload their materials.

Confirmation was provided that the position description presented will match the advertisement approved by the Search Committee. Agreement was reached that the position description as presented did not require revisions.

In terms of the size of the advertisement to be placed in the Chronicle of Higher Education, agreement was reached that it should be larger than the one used for the last presidential search. The cost for an online advertisement is \$395. A print advertisement in the Chronicle will cost significantly more but will include the online feature. A one-quarter page color advertisement would cost \$3,935. Secretary Hunt will secure the associated costs for a color advertisement for the next two larger sizes and provide that information electronically to the Committee. The Chronicle deadline for submission of the advertisement for placement in the February 1 edition is by January 22, 2019. In addition to the Chronicle, the advertisement would automatically be placed in the following venues:

- InsideHigherEd
- HigherEdJobs.com
- Higher Education Recruitment Consortium (HERC) – includes The Black Perspective, DirectEmployers Diversity, Hispanic Today, Women in Business and Industry, Enable America, DirectEmployers Veterans, Veteran's Enterprise, American Job Center (USDOL), Ziprecruiter.com, kcc.ky.gov and all state government employment sites.
- MurrayStateJobs.com

Inside Higher Ed and higheredjobs.com would be at no cost because the University already has a subscription to these services. Premium ad-ons are available at an additional cost. Outside of the Chronicle and the other publications mentioned, it was suggested that opportunities to advertise in any available free venues be investigated, such as through the community college consortium, state higher education councils and regional groups (Midwest and Southwest). Human Resources agreed to research any such venues to determine what opportunities might be available. Once the advertisement has been revised it will be emailed to the Committee to offer any additional input.

University Profile – Presidential Search (2013), discussed

The University Profile for the 2013 presidential search was presented to the Committee as a starting point for review and comment. Necessary revisions to the document were discussed as follows:

- Several sections simply need to be updated and made current. Reference to the development of a Strategic Plan should be removed as that has already been accomplished.
- The document is photo heavy and those can be reduced drastically.
- Leadership Opportunity should be maintained.
- University Profile should be maintained.
- The Organizational Chart should be maintained.
- The Signature Characteristics can be removed but reference to the residential colleges should be included elsewhere in the document. Reference to the tuition grant should be removed because it no longer exists. There are characteristics that make Murray State stand out from other institutions in Kentucky and surrounding areas and those could be included in the document. Some Committee members liked the section but not necessarily what is currently included. Bullets must be more concise and could be included in the overall University Profile section but made to “pop.”
- Information regarding the regional campuses should be added.
- Role of the President should be maintained.
- Opportunities and Expectations is the section that needs the most work. Item #1 needs to be deleted. Item #3 should become Item #1 but Item #4 related to enrollment must also be prominent. Item #2 should be deleted now that a marketing consultant has been hired.
- External outreach is mentioned in detail and there is reference to inclusion but is more related to the diversity of the student population. Document should include internal advocacy for the institution – meaning faculty and staff – and building a team. Expand last paragraph to provide more emphasis on faculty, staff and students – the internal community because these constituencies must not just be an aside mention.
- Performance-based funding is intended to be included in Item #7 but needs to be rewritten to be more specifically stated. Performance funding information could also be added to #5 regarding state appropriations. Suggestion was made to reference the role of the successful candidate as not only to navigate the waters in terms of funding for the University but also to enhance the achievement of metrics to maximize performance-based funding. Could link to the Council on Postsecondary Education website regarding Performance Funding and/or the statements approved by the Board. Agreement was reached that links to these items could be added to the Presidential Search website because there does not need to be too many links in an advertisement.
- A link to the University Profile document should also be included on the presidential search website.
- Confirmation was provided that links to University budgets are not generally included in the University Profile document. The salary for this position is a matter of public record but a specific figure should not be included – it should be commensurate with experience or negotiable (by the Board of Regents). It could cost more to secure an individual who has the vision to move the University forward and increase enrollment.

Dr. Wilson moved that the stated revisions be made to the University Profile and then shared with the Committee. Ms. Hale seconded and the motion carried.

Confirmation was provided that these revisions will be made to the exiting document to ensure it is up-to-date for the 2018-19 presidential search. Secretary Hunt will communicate with Shawn Touney – Director of Branding, Marketing and Communication – the week of January 7, 2019, to convey the necessary changes. The University Profile document will be revised as soon as possible (at least two weeks lead time) and presented (via email) to the Committee for further review and comment. The goal is to have the University Profile completed no later than the end of January 2019 and it should include a link to the position advertisement to run beginning February 1. The turnaround time for Committee review and comment will be minimal. The advertisement will run in the other publications mentioned as close as possible to the beginning of February 2019. The Search Committee will begin reviewing and ranking candidates as their applications are received through PeopleAdmin.

Ms. Gordon added that best practice has been to indicate the process will remain open until the position is filled but for best consideration applicants should submit their materials by a preferred date. The Committee reached consensus that the preferred date is March 4. If the applicant pool is not sufficient then the advertisement dates could be extended for another 30 days – to April 4.

It was mentioned that if applicants are to meet with students on-campus visits would need to be held prior to the last day of classes (May 3).

Ms. Gordon clarified that when candidates are initially reviewed Committee members will rank them in tiers according to whether they meet the stated qualifications and, if so, whether they would be desirable to interview. Tier I represents qualified candidates who should potentially be interviewed, Tier II is for qualified candidates who should not be interviewed and Tier III has candidates who are not qualified and should not be interviewed. This information will automatically be compiled through the PeopleAdmin system. Following this process, Tier I candidates could then be ranked accordingly.

Confirmation was provided that the Committee would be provided with the qualifications necessary in order for a candidate to advance in the process. In terms of the parameters to be used in PeopleAdmin, those are not as directed at the presidential level as they would be for lower-level searches. An example of a “hard stop” parameter could be the lack of executive-level leadership but consensus was reached that identifying such parameters could prove to be difficult, especially for a presidential search.

Preliminary Meeting Dates, scheduled

Chair Rudolph indicated that a great deal of the work of the Search Committee can be done by email and will not require an in-person meeting. Chair Rudolph also requested that the Search Committee submit all materials through Secretary Hunt so there is an accurate record of all aspects of the process.

Search Committee Chair Rudolph moved that additional meeting dates be scheduled as follows:

- Friday, February 1, 2019 – 9 a.m. – Pogue Library *Jesse Stuart Room* (potentially schedule other meeting dates)
- Monday, March 4, 2019 – 9 a.m. – Pogue Library *Jesse Stuart Room* (potential curriculum vita review in Closed Session)

Additional meeting dates will be discussed on February 1, as well as potential dates for Skype interviews with candidates to further narrow the pool.


The Search Committee was encouraged to reach out to outstanding alumni and other friends of the University to solicit candidates for consideration.

Adjournment

There being no further business to come before the Presidential Search Committee, Ms. Farmer moved for adjournment. Mr. Kemp seconded and the motion carried. Adjournment was at 10:35 a.m.



Lisa Rudolph, Chair
Presidential Search Committee



Susan Guess, Chair
Board of Regents



Jill Hunt, Secretary
Board of Regents