

MINUTES OF A SPECIAL MEETING OF THE EXECUTIVE COMMITTEE OF  
THE BOARD OF VISITORS OF VIRGINIA COMMONWEALTH UNIVERSITY  
HELD ON MAY 20, 1968

A special meeting of the Executive Committee of the Board of Visitors of Virginia Commonwealth University was held on the 20th day of May, 1968 at 10:00 o'clock in the forenoon in the President's dining room of the Richmond Professional Institute pursuant to due notice.

Present were all of the members of the Committee except Mr. Wilson.

Mr. Edward A. Wayne served as Chairman of the meeting and Mr. A.J. Brent as Secretary thereof.

The Chairman thereupon welcomed Dean James Bailey, Associate Dean of the College, Dr. Herbert Burgart, Dean of the School of Art, Dr. Gerald Bass, President, Academic Senate, and Dr. Allan Brown, Chairman, Department of English, all of the Richmond Professional Institute faculty to the meeting. He then explained that the Executive Committee was serving as a screening committee for the selection of a President for Virginia Commonwealth University and that it had been determined by the Board of Visitors that the Committee should first give consideration to the qualifications which the new President should possess and that in doing so, the committee was most anxious to have the views and assistance of the faculty of Richmond Professional Institute and the Medical College of Virginia, as well as the Boards of these two institutions.

A general discussion then followed as to those qualifications which would be most desirable in the President, with all present expressing their views.

It was pointed out that the new President might well have to devote more time to RPI in the next few years because of its new and developing position.

It was also suggested that the President should fill four major roles: education, public relations, leadership, and understanding of the business operation of the University. While the new President might not enjoy expertise in all four of the areas mentioned, it would be highly desirable for him to be sensitive to his own limitations in order that he might complement himself in developing his staff. Having developed a proper and well balanced staff, he should be willing to delegate authority.

It was suggested that the age bracket should run from 35 to 55 with 45 being the preference point.

In terms of experience, the new President should have administrative experience in the academic world and have demonstrated the ability to be innovative. He should be visionary but with a practical approach and should also have experience as a teacher.

The new President should also have an earned doctorate or a terminal degree in his chosen field and while this was not absolutely essential, a new President would start with a handicap without it. In addition, he should have recognized competency

and the respect of his colleagues in his own area of discipline.

He should understand the concept of an urban University as distinguished from a metropolitan school. He should be sensitive to and of service to industry in terms of continuing education.

He should also have an awareness and sympathy for professional training but with relation to the development of a strong Liberal Arts program.

He should also be highly effective in speaking to diverse groups and should be most articulate.

He should support the honor system and it would be helpful if he could encourage faculty participation in the recommending process so that they might participate in the development of new programs and the like.

At 10:15 o'clock, the representatives of the faculty of the Richmond Professional Institute withdrew from the meeting and Mrs. Bullard and Messrs. Willett and Bryan of the Richmond Professional Institute Board joined the meeting.

Thereupon, Mr. Willett presented to the meeting a memorandum entitled "Suggestions Relating to Desirable Qualifications for the President of Virginia Commonwealth University", which were generally discussed.

Mr. Willett, in response to a question, stated that he felt that the proposed organization scheme consisting of a President with two immediate subordinates, one to head up the Health, Sciences Division and one to head up the remainder of

the University was a good one and would "free up" the President to develop policy in the early years of the University. He pointed out, however, that it would be important for the President not to rely solely on this line of communication to the faculty but that he should frequently meet with the Deans and bring them together with other key people from time to time in order that he might remain close and be sensitive to the faculty. His relationship should be such that he would feel free to visit with the Deans from time to time.

In addition to the President's efforts in this direction, it was observed that it would probably be desirable to have a high level officer with the primary responsibility of seeking government and foundation funds and that in interviewing potential candidates, a reaction should be obtained to activity in this area.

The Chairman directed that a copy of the memorandum presented by Mr. Willett be attached to the minutes of the meeting.

At 12:15 o'clock in the afternoon, the meeting suspended for lunch and thereafter adjourned to the Board Room of the Medical College of Virginia.

At 1:05 o'clock in the afternoon the meeting reconvened and was joined by the following representatives of the faculty and administration of the Medical College of Virginia: Charles P. Cardwell, Jr., Vice President; Kinloch Nelson, Dean, School of Medicine; Harry Lyons, Dean, School of Dentistry; Warren E.

Weaver, Dean, School of Pharmacy, Doris B. Yingling, Dean, School of Nursing; D. T. Watts, Dean of Graduate Study and Basic Science Departments, and Franklin Bacon, Dean of Students.

The Chairman stated the purpose of the meeting, after which a general discussion followed during which the comments and observations set forth below were made.

It was first suggested that the new President should possess both administrative and educational capabilities and his capacity and experience should have been demonstrated. Although it was assumed that he would surround himself with the required expertise in various areas, he should himself have some knowledge of finance. In addition, he should be scholarly, sensitive to public relations and have the capability of working well with the Legislature.

It was pointed out that graduate work must be based on a good college of arts and sciences and that the President should know how to develop and administer this area. His administrative experience could possibly have been obtained as Dean of a Graduate School or as Dean of a College of Arts and Sciences.

He should be a hard-nosed person who has the ability to make decisions and must have a combination of administrative and academic understanding.

The new President should be forward looking in view of the new concept of an urban University and should be sensitive to quality, not just quantity. If at all possible, he should have had some experience in the health disciplines and if he has



not had such experience, he should at least have an open mind in this direction.

An administrative team should be developed and the President should be the quarter-back and public relations man.

It was also observed that the new President should possess leadership and managerial capabilities as these are two areas that cannot be delegated to staff personnel but must be possessed by the President.

At 2:00 o'clock the representatives of the faculty and administration of the Medical College of Virginia withdrew and the meeting was joined by the following representatives of the Board of Visitors of the Medical College of Virginia: Mrs. Mahoney, Messrs. Cogar, Rooke, Scott and Temple.


Again, the Chairman explained the purpose of the meeting, whereupon, the representatives of the Medical College of Virginia Board expressed their appreciation at being given the opportunity to express their views and a general discussion then followed.

It was first suggested that while the President should possess both business qualifications and educational capabilities, probably strength on the business side was more important. It would also be helpful, it was suggested, if he were a Southerner. He should have strong administrative ability and a liberal arts background and if possible, some association with a University with a Medical School so that he might be sensitive to the peculiar problems which are developed in this connection.

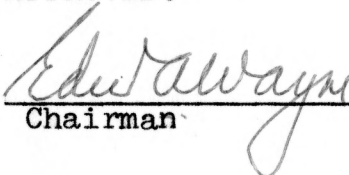
His strength as a disciplinarian should also be carefully considered.

Age and maturity, it was pointed out, would be of help as well as a strong academic background with an earned doctorate degree if possible.

There being no further business to come before the meeting, the same on motion duly made, seconded and unanimously carried, adjourned.

  
Secretary

APPROVED:

  
Chairman

FAW