

3.2.8 Qualified Administrators

The institution has qualified administrative and academic officers with the experience and competence to lead the institution.

X___ Compliance ___ Partial Compliance _____ Not in Compliance

SACSCOC Special Committee Report

Although, the Board of Trustees has established term limitations and procedures regarding interim appointments, the proportion of leadership that is interim poses a challenge. Per the U of L's narrative, "nine of the 12 senior-level positions within the Office of President are interim appointments." This may make the kind of planning and decision-making that this difficult time requires particularly challenging. Moody's Credit Opinion (November 2016) also notes under "Credit Challenges" that "Ongoing transitions in Governance and leadership distract from strategic priorities and created reputational risks." It is in the fiscal interest of the university to address the need for permanent leadership quickly. Although the recently constituted Board of Trustees has begun a Presidential Search (Fall 2017), and a search for the CFO is already underway, these two critical positions are interim and it is unclear how other positions will be staffed permanently in a timely way, or whether the fact that so much of the leadership is interim will impact the depth of a search pool for the Presidency. The completion of searches now in place may mitigate these problems. The U of L's narrative re: CS 3.2.8, states that "Persons holding positions on an interim basis must possess the qualifications required for the permanent position, as demonstrated by their professional experience and/or length of service to the university." However, in some cases, two positions, each of which is a robust full-time commitment, are being held by the same person—a key example being the Presidency. Moreover, in some cases, the qualifications of the persons who hold the appointment may not adequately prepare them for the position which they currently hold. It is anticipated that the outcomes of these searches will result in a 1:1 ratio between persons and full-time positions in the future, especially at the top levels of administration. The current reorganization provides an opportunity to review best qualifications for each position, which may have shifted as the university has developed over recent years, and to plan to move toward the most appropriate matches of qualifications to duties in future.

Recommendation 1: The committee recommends that the institution provide evidence that it has qualified administrative and academic officers with the experience and competence to lead the institution.

Special note: Although the Special Committee is making a recommendation related to Comprehensive Standard 3.2.8 (qualified administrative and academic officers), we wish to acknowledge that Interim President Postel has made significant progress since assuming the interim presidency and appears poised to make additional meaningful progress in the near future. We also acknowledge that U of L has several searches underway to fill positions that are currently filled on an interim basis, including the presidency.

UNIVERSITY RESPONSE

The University of Louisville (UofL) is in compliance with Comprehensive Standard 3.2.8. The University of Louisville submits the following information in response to the SACSCOC Special Committee report for Standard 3.2.8:

1. University Leadership
 - a. Administrative Officers
 - b. Academic Administrators and Officers
2. Recent Changes in UofL Organizational Structure
3. Status of Current Senior Leadership
 - a. Financial Administrators
4. Addressing Dual Roles
5. Qualifications of Interim Appointees for Their Positions
6. Summary

UofL has qualified administrative and academic officers with the necessary experience, competence, and capacity to lead the institution. Many of these officers have long-term knowledge of and experience with the university. All administrative and academic officers have the educational background and qualifications for their positions of leadership in the institution. These qualified individuals are providing stability and are instrumental in moving the university forward during a time of transition.

University Leadership

The primary leadership of the University of Louisville is reflected in the university's organizational chart [1]. The UofL Board of Trustees is the legal body of the university with specific authority over the institution. UofL's president is the chief administrative and educational officer of the institution. The president uses a team management model with a functional leadership group composed of twelve senior leaders [2] representing the major strategic areas of the university. The goal of this organizational structure is to increase the productivity and linkages among the various academic and administrative areas.

Administrative Officers

The following positions have direct reporting lines to the president and have university-wide academic or administrative assignments:

- executive vice president and university provost
- executive vice president for health affairs
- executive vice president for research and innovation

The current positions that support the administrative operations of the president's office and are direct reports to the president are:

- vice president for athletics

- vice president and chief financial officer
- vice president and chief operating officer
- vice president for enterprise risk management and compliance
- vice president for university advancement
- vice president for community engagement
- vice president for strategy and general counsel
- associate vice president for human resources
- senior associate vice president for communications and marketing

Academic Administrators and Officers

The executive vice president and university provost, who oversees the university's academic administrators, has eight direct reports, all of which are filled by permanent appointees. Those with direct reporting lines to the university provost include the vice provost for academic affairs; vice provost for diversity and international affairs; vice provost for faculty affairs; vice provost for strategic enrollment management and student success; vice provost for institutional research, effectiveness and analytics; vice provost for student affairs (chief student affairs officer); vice provost and chief budget officer; and associate provost for the Delphi Center.

The university's chief academic officers (deans) also report directly to the university provost. Eleven of the thirteen academic deans are permanently appointed. There are currently two interim appointments, in engineering and law. The deanship for the Brandeis School of Law was filled in 2017; the permanent appointee will take office

January 1, 2018. The deanship for the J.B. Speed School of Engineering has a national search in process, and ten candidates have been identified for the position. First-round interviews are scheduled for January 2018, and second-round interviews will be held in February. A permanent candidate will be hired in the spring of 2018.

Recent Changes in UofL Organizational Structure

The timing of the resignation of the university's long-term president in 2016 and retirement or departures due to career advancement opportunities of other senior-level administrators, in conjunction with the 2016 Board of Trustees' transition (see Special Committee report on Core Requirement 2.2), have slowed the university's ability to conduct immediate searches for some positions. However, since 2016 the university has conducted several national searches for open positions and has successfully filled those positions with qualified candidates. For example, following national searches the university hired a new associate vice president for health affairs/chief financial officer for the Health Sciences Campus (2017) [3]; a new director for the James Graham Brown Cancer Center (2017) [4]; and new deans for the School of Business (2017) [5], Brandeis School of Law (2017) [6], Kent School of Social Work (2017) [7], and the School of Dentistry (2016) [8]. The university has already begun searches for several of the current interim positions and is committed to filling those positions in 2018-19.

Recent departures have resulted in a redistribution of responsibilities and a changing of some reporting lines from vice presidents to the president, which have increased the number of senior-level positions, as described below:

- After the departure of the senior vice president for finance and administration in January 2017, the decision was made to temporarily establish a chief administrative officer (CAO) position with a chief financial officer (CFO) and chief operating officer (COO) reporting to the CAO, thereby creating three interim positions from what had previously been one position. The CAO position was never intended to be a permanent position.
- When the temporary chief administrative officer (CAO) position ended in July 2017, Interim President Postel made the determination to have the COO and CFO report directly to him.
- The vice president for enterprise risk management, audit and compliance position was approved by the Board of Trustees in July 2017 and, when hired, will report to the president. This new position will oversee the associate vice president for audit and institutional compliance.
- The associate vice president for human resources became a direct report to the president in July of 2017. Prior to July 2017, the position reported to the COO. The university has recognized the need for enhanced leadership in this area and plans to reestablish this position at the Vice President level in the future to combine human resources to cover the Belknap Campus, Health Sciences Campus, and the UofL Hospital.

Status of Current Senior Leadership

The university has an established policy approved by the Board of Trustees [9] that allows for interim administrative appointments. The policy states that all interim administrative appointments are on a limited basis, are not to exceed four years without a search for a permanent replacement, and are to hold the same status as regular administrators.

Persons holding positions on an interim basis must possess the qualifications required for the permanent position as demonstrated by their professional experience and/or length of service to the university. *The Redbook 2.5.5 (Personnel Policies)* [10] states: “All appointments to the University shall be made strictly on the basis of appropriate qualifications set forth in an approved job description.”

The current status of the university’s senior leadership is as follows:

Position	Appointment	Reason for Vacancy	Status of Position	Targeted Fill Date
1. President	Interim	Resignation - January 2017	The search firm of William Funk and Associates is managing a national search to fill this position. The UofL Board of Trustees comprises the search committee.	July/August 2018
2. Executive Vice President and University Provost	Acting	Retirement - August 2015	Position will be filled under a permanent president.	2018-19

3. Executive Vice President for Research and Innovation	Permanent			
4. Executive Vice President for Health Affairs	Interim	Resignation - December 2015	Position will be filled under a permanent president.	2018-19
5. Vice President for Strategy and General Counsel	Permanent			
6. Vice President and Chief Financial Officer	Permanent	Resignation - January 2017	The CFO position was filled with the hiring of Jonathan Pruitt in October 2017.	
7. Vice President and Chief Operating Officer	Interim	Resignation - January 2017	A search committee has been formed and a national search is underway.	Will hire in November 2017
8. Vice President for University Advancement	Interim	Retirement - July 2017	Position will be filled under a permanent president.	2018-19
9. Vice President for Community Engagement	Permanent	Retirement - July 2017	Dr. Ralph Fitzpatrick was appointed permanent VP in October 2017.	
10. Vice President for Athletics	Acting	VPA dismissed - October 2017	Mr. Vincent Tyra was appointed Acting VP in October 2017.	Target date for search is unknown at this time.
11. Vice President for Enterprise Risk Management, Audit, and Compliance	New Position	New Position effective July 2017. The Board of Trustees approved the establishment of the position. The university recognized the need for enhanced	A search is underway. The search firm of Isaacson, Miller is managing the process.	February 2018

		leadership in this area and established the position at the Vice President level following the retirement of the AVP for Audit and Institutional Compliance in April 2017.		
12. Senior Associate Vice President for Communications and Marketing	Interim	Retirement - January 2017 The university has recognized the need for enhanced leadership in this area and plans to reestablish this position at the Vice President level.	Position will be filled under a permanent president.	2018-19
13. Associate Vice President for Human Resources	Interim	Resignation - July 2017. The university has recognized the need for enhanced leadership in this area and plans to reestablish this position at the Vice President level to address human resources for the Belknap Campus, Health Sciences	The university is reorganizing the HR function for the Belknap Campus, Health Sciences Campus, and University Hospital. A permanent appointment will be made once the reorganization is complete.	January 2018

		Campus, and the UofL Hospital.		
--	--	--------------------------------------	--	--

Several senior leadership positions have been filled utilizing interim appointments to provide continuity of leadership and process until national searches can identify permanent replacements. Many of the positions will work closely with the president when the president position is permanently filled. An incoming university president is expected to have an active role in the identification, selection, and hiring of his/her senior team. The university wishes to allow the incoming president the opportunity of appointing these leadership positions. This will be especially important for the president’s executive cabinet positions of Executive Vice President and University Provost and Executive Vice President for Health Affairs.

At the time of the Special Committee visit, three of the twelve reports to the president were permanent appointees. As of November 1, 2017, four of the twelve are permanent. The change is based on the interim vice president for community engagement, Ralph Fitzpatrick, being made permanent by the Board of Trustees in October 2017 [11]. It is expected by the SACSCOC annual conference that five of the twelve will be permanent, with the majority of the remaining interim appointments filled during 2018-19 or soon after the appointment of a permanent president.

Financial Administrators

In the area of financial administration, the university hired a chief financial officer in October 2017 [12]. Mr. Jonathan Pruitt will start January 16, 2018 [13]. Mr. Pruitt comes to UofL from the University of North Carolina (UNC) system office where he was the senior vice president for finance and budget (CFO) and worked extensively with the UNC system financial management team. He also has experience with the Kentucky Council on Postsecondary Education (CPE) and the Kentucky Governor's Office for Policy and Management. He fills the CFO position that was held on an interim basis by Susan Howarth, which will eliminate the dual roles she currently holds. Howarth will return to her primary role as the vice provost/chief budget officer.

A University Controller/Treasurer was hired effective October 2017, with a start date of December 2017 [14]. Mr. Walter Newell is a certified public accountant and has a lengthy career in senior-level financial management experience in public accountancy and the banking industry [15]. This position will report to the chief financial officer. This permanent appointment eliminates the interim appointment of controller held by the associate vice president for finance.

Both of these financial hires will enhance the university's ability to provide consistent financial oversight in alignment with strategic initiatives under the direction of the president and the Board of Trustees.

Addressing Dual Roles

The Special Committee report notes that, in some cases, two positions, each of which is a robust full-time commitment, are being held by the same person.

Interim president, Greg Postel, also holds the position of Interim Executive Vice President for Health Affairs. It is important to note that many of the responsibilities of the Executive Vice President for Health Affairs overlap with those of the president [16]. The EVPHA's job description is divided into two parts, responsibilities associated with the Office of the President (which are addressed first in the job description) and responsibilities associated with the Health Sciences Campus. The first item in the EVPHA position description states that the EVPHA is to serve as acting president in the absence of the president. The EVPHA's Office of the President responsibilities are to:

1. Serve as Acting President or Acting Provost in the absence of the President or Provost.
2. Serve on the senior leadership team of the university, sharing common goals and accountability with other team members.
3. Advise the President on university policies, programs and operations.
4. Participate in team-based decision making and support the decisions of the leadership team and the President.
5. Provide leadership in assessment and revision of the strategic plan.
6. Establish university-wide measures of institutional effectiveness and monitor progress relative to specific annual and long-term goals.

7. Communicate results of institutional assessment to stakeholders, constituencies and the public.
8. Allocate university resources in a manner consistent with the goals of the strategic plan as approved by the President and the Board of Trustees.
9. Ensure the University fosters diversity and equity.
10. Promote integration of programs and initiatives of the Belknap Campus and the Health Sciences Center.
11. Support an environment that recognizes excellence and promotes a positive atmosphere of achievement and pride for students, faculty, and staff.

By serving in the role of interim president during this time of transition, Dr. Postel is fulfilling his job description. Dr. Postel's years at the university, senior leadership experience, and multi-faceted skills are aiding him in leading the university forward in the current period of transition. In addition, the following structures are in place to ensure appropriate oversight of the Health Sciences Campus (HSC) administration while Dr. Postel serves as interim president:

- The Office of the Executive Vice President for Health Affairs (EVPHA) has many qualified permanent administrators reporting to Dr. Postel that keep the EVPHA office operating smoothly during the transition [17].
- Dr. Postel appointed an Executive Dean of Health Affairs to coordinate the clinical activities of the HSC deans.
- HSC deans also have a reporting line to the executive vice president and university provost for the unit's academic affairs.

A search for the next president is already underway with plans to have a permanent president in place by July/August 2018. The outcome of the president search will eliminate the dual role Dr. Postel currently holds and will result in a 1:1 ratio between persons and full-time positions at this top level of administration, as anticipated by the SACSCOC Special Committee.

The hiring of the permanent chief financial officer has eliminated the dual appointment of the vice provost/chief budget officer, who filled the CFO position as interim until the hiring of a permanent appointee.

A search is currently underway for the vice president and chief operating officer, with the expectation that the position will be filled by November 2017. The appointment of the COO will eliminate the dual appointment of the interim associate vice president for performance improvement and business analytics.

Qualifications of Interim Appointments for Their Positions

Per *The Redbook* 2.5.5 (Personnel Policies), “All appointments to the University shall be made strictly on the basis of appropriate qualifications set forth in an approved job description” [18]. Persons holding positions on an interim basis must possess the qualifications required for the permanent position, as demonstrated by their professional experience and/or length of service to the university. In making interim appointments, work experience, skills, and education are considered, as well as institutional knowledge,

experience, and expertise.

As further documentation of the qualifications of the university's interim administrators, the CVs of all interim appointments were recently reviewed and evaluated by the Board of Trustees. Based upon this review, at its meeting on October 18, 2017, the UofL Board of Trustees affirmed its support of the appropriateness of the qualifications of the current interim administrative appointees for their positions [19].

In his role as interim president, Dr. Postel is leading the university forward. The SACSCOC Special Committee acknowledged that, although it was making a recommendation related to Comprehensive Standard 3.2.8, Interim President Postel "has made significant progress since assuming the interim presidency and appears poised to make additional meaningful progress in the near future."

A table is provided summarizing the experiences and skills that qualify the interim appointees for their positions [20]. A separate table [21] provides information on activities of the interim appointees, demonstrating that they are fostering the ongoing work of the university in their individual areas, are maintaining continuity during a time of transition, and are helping the university achieve its strategic goals.

SUMMARY

The University of Louisville has a strong administrative team in place that is effectively leading the university. While the timing of the resignation of the university's long-term president in 2016 and retirement or departures due to career advancement opportunities of other senior-level administrators, in conjunction with the 2016-17 Board of Trustees' transition, have slowed the university's ability to conduct immediate searches for some positions, the university is moving in the right direction.

The search for the next president is underway, several key positions have been filled permanently, and searches for other leadership positions are in process. Some searches have been strategically and intentionally deferred until a permanent president can have input into those decisions. The Board of Trustees is committed to working closely with the interim president to ensure the forward movement of the university.

[1] UofL Organizational Chart
3_2_8_fn01.pdf

[2] President's Leadership Team
3_2_8_fn02.pdf

[3] Hired—Daniel A Durbin, Chief Financial Officer for the Health Sciences Campus (2017)
3_2_8_fn03.pdf

[4] Hired—Jason Chesney, Director for the James Graham Brown Cancer Center (2017)
3_2_8_fn04.pdf

[5] Hired—Todd Mooradian, Dean for School of Business
3_2_8_fn05.pdf

[6] Hired—Colin Crawford, Dean for Brandeis School of Law
3_2_8_fn06.pdf

[7] Hired—David Jenkins, Dean for Kent School of Social Work
3_2_8_fn07.pdf

[8] Hired—Gerard Bradley, Dean for School of Dentistry
3_2_8_fn08.pdf

[9] Board of Trustees Policy—Interim Appointments
3_2_8_fn09.pdf

[10] *The Redbook* 2.5.5, Personnel Policies
3_2_8_fn10.pdf
<http://louisville.edu/provost/redbook/contents.html/chap2.html#SEC2.5.5>

[11] Made Permanent—Fitzpatrick, Vice President for Community Engagement
3_2_8_fn11.pdf

[12] Hired—Jonathan Pruitt, Chief Financial Officer, Employment Contract (October 2017)
3_2_8_fn12.pdf

[13] Jonathan Pruitt CV
3_2_8_fn13.pdf

[14] Hired—Walter Newell, University Controller/Treasurer, Employment Contract
3_2_8_fn14.pdf

[15] Walter Newell CV
3_2_8_fn15.pdf

[16] Position Description of the Executive Vice President of Health Affairs
3_2_8_fn16.pdf

[17] EVPHA Organizational Chart
3_2_8_fn17.pdf

[18] *The Redbook* 2.5.5, Personnel Policies
3_2_8_fn18.pdf
<http://louisville.edu/provost/redbook/contents.html/chap2.html#SEC2.5.5>

[19] Board of Trustees, Action on Qualifications of the Current Interim Administrative Appointments, October 18, 2017
3_2_8_fn19.pdf

[20] Qualifications of Current Interim Appointments
3_2_8_fn20.pdf

[21] Interims Moving the University Forward
3_2_8_fn21.pdf