

SPECIAL Edition

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NEW PRESIDENT SEES OPPORTUNITIES AND CHALLENGES AHEAD

Dr. Marsha P. Hanen was appointed the fourth President of The University of Winnipeg at a special meeting of the Board of Regents on Tuesday night.

Dr. Hanen views her new position as an "exciting challenge."

"The University of Winnipeg has a personality of its own," she said. "And I believe there's the opportunity to enhance the small, personal image and build on the tradition of excellence that has been so firmly established here."

"Another area where I see potential is in this university's inner city location. An urban university presents tremendous opportunities for interaction with the community, not only for faculty and staff but also for students."

Dr. Hanen's ability to see opportunity and deal effectively with challenge has been proven throughout the native Calgarian's career.

As Dean of General Studies at the University of Calgary since 1986, Dr. Hanen has overseen a faculty that reaches half of the approximately 22,000 students on campus. The accomplishment is just one of many.

Her first major challenge was in the 1950's, when it was still thought that women in university were more serious about getting a husband than launching a career. But Dr. Hanen was intent on completing a degree, even though she married and had her first child while studying at the University of Toronto. The family moved to New England and Dr. Hanen finished an A.B. in Philosophy at Brown University, Rhode Island.

This achievement was followed by years of graduate work in Philosophy of Science and Epistemology at Brown University, University of Pennsylvania and Brandeis University.

In 1966, Dr. Hanen started as an Assistant Professor of Philosophy at the University of Calgary and progressed to Associate Professor status by 1972.

Throughout this period, Dr. Hanen, a tireless worker, became actively involved with university, faculty and department committees. She also managed to squeeze in writing two books on science and society, editing philosophy journals and turning out countless articles, conference papers and addresses on a variety of subjects.

As her workload grew, so did her reputation for being a person who could handle any academic or administrative position given to her, including Assistant Dean of Student Affairs

(1975-76), Associate Dean of Curriculum and Staff (1981-86) as well as Professor (1980-89).

During this time, the University of Calgary's large Faculty of Arts and Science went through several transformations thanks to the hard work and commitment of Dr. Hanen and others.

In 1976, the Faculty was split into four units: University College and the Faculties of Humanities, Science and Social Science. But in 1981, change came again as University College gave way to the new Faculty of General Studies with a much more encompassing mandate.

Dr. Hanen's Faculty of General Studies takes in more than 70 per cent of the University's undergraduate students. Those intending to major in areas such as Education, Management, Humanities or Social Welfare must spend at least one year in General Studies. The faculty is responsible for program management and basic student advising for all four years of all four Arts and Science faculties. It also offers several four-year interdisciplinary programs and manages the Effective Writing Program for the entire University.

These dramatic changes in curriculum seem to be a success. Through it all, Dr. Hanen demonstrated many of the qualities that The University of Winnipeg's Presidential Search and Nominating Committee saw in her. She believes in consultation, but is able to make tough decisions and inspire consensus. And with a great deal of understanding, creativity and patience, she gets the job done.

See PRESIDENT inside.



The University of Winnipeg Presidential Search and Nominating Committee Report to the Board of Regents

May 23, 1989

RECOMMENDATION

The Presidential Search and Nominating Committee unanimously recommends that Marsha P. Hanen, A.B., M.A., Ph.D., be appointed President of The University of Winnipeg for a five year term commencing on a date to be arrived at by mutual agreement with the Board Officers, but no later than November 1, 1989.

Dr. Hanen is at present Dean of the Faculty of General Studies and Professor of Philosophy, The University of Calgary.

INTRODUCTION

This report is written to provide the Board of Regents, members and friends of The University of Winnipeg with information about the process whereby Dr. Marsha Hanen was selected to be our President. There are four sections to the report:

- The Candidate
- The Background
- The Process
- Statistics

The first person plural is used throughout this report in reference to the full Committee.

PRESIDENT

continued from page one.

An exact starting date has yet to be announced for the new President, but she will move to Winnipeg with her husband in the fall. Her two daughters will be occasional visitors as they are now grown and living in Toronto and Victoria.

In addition to the work, Dr. Hanen is looking forward to the social aspect of her position. "I like to entertain and I hope to use 49 Oak to host faculty, staff, students and members of the community," she said. "I really enjoy people and take particular delight in watching them maximize their potential."

THE CANDIDATE

Dr. Marsha Hanen, a native of Calgary, holds the A.B. and M.A. degrees from Brown University, and the Ph.D. from Brandeis; her discipline is Philosophy. As Dean of General Studies at Calgary, she is responsible for many things also relevant to The University of Winnipeg. It is our belief that she is particularly fit by background, attitude and skills for the presidency of The University of Winnipeg.

Moreover, Dr. Hanen has extensive academic credentials, which include a substantial number of books, journal articles, invited addresses, and other papers. She has also taken leadership roles in several scholarly bodies at both the national and international levels, and has been an editor and referee for many national and international journals and other publications.

When we interviewed Dr. Hanen, our clear impression was of a person who is by nature consultative, but able to make tough decisions, get colleagues aligned to those decisions, and see that they are carried out. This impression is fully sustained by the opinion of those who know her and work with her.

We found in Dr. Hanen a high degree of coherence and consistency in her view of the academy as a place of high-quality teaching at the undergraduate level. We also found this view to be aligned in significant degree to our vision of ourselves. Dr. Hanen's comments to us demonstrated her ability to offer innovative solutions to challenging problems.

We agreed that Dr. Marsha Hanen combines the high degree of scholarship we were seeking with the experience needed to assume the presidency successfully. We believe that she has the vision and skills required to lead The University of Winnipeg through the next five to ten years, and are unanimous in bringing her name to the Board for approval.

THE BACKGROUND

On Tuesday, September 27, 1988, Carleton University announced that they had selected Dr. Robin H. Farquhar, President of The University of Winnipeg, as their next President.

On October 12, 1988, the Executive Committee of the Board of Regents met to review the existing procedures for the selection of a President. It proposed some revisions to the process, especially to the mechanism whereby a candidate's name would be brought to the Board of Regents

for approval. Among other things, they proposed that the Presidential Search and Nominating Committee be allowed to bring forward the name of one candidate, provided it could agree to do so by a two-thirds majority.

On October 24, 1988, the Board of Regents approved the proposed terms of reference, and established the Presidential Search and Nominating Committee; it required, however, that a three-quarters majority would be required for the Committee to bring forward a single name.

Over the next three weeks or so, various constituent bodies selected members to serve on the Search Committee. As a result of this activity, the Committee was composed as follows:

Mrs. Bonnie L. Archibald - *Support Staff*
Dr. Tim F. Ball - *Senate*
Mr. Bromley D. Basford - *Student*
Dr. Lynn M. Batten - *Senate*
Dr. W. John A. Bulman - *Chancellor*
Dr. V.E. (Beth) Candlish - *Board of Regents*
Dr. Bruce C. Daniels - *Senate*
Mr. Chris L. Ferris - *Student*
Mr. Ahmed A. Gommid - *Student*
Judge Raymond H. Harris - *Board of Regents*
Dr. Rais A. Khan - *Senate*
Ms Nancy A. Latocki - *Support Staff*
Mr. Gordon A. McKinnon - *Board of Regents*
Mrs. Margaret E. McPherson - *Board of Regents*
Ms Valerie I. Price - *Student*
Dr. Roger A. Kingsley - *Secretary (non-voting)*

Subsequent to the original selection, Ms Price resigned from the Committee, and was replaced by another student, Ms Linda Johnson; we also later added a consultant, Dr. Janet Wright of George Enns Partners, Inc. as another non-voting member.

THE PROCESS

We met as a full committee twenty times. A smaller pre-screening committee met once.

Thursday, November 17, 1988:

- met for the first time and became acquainted with one another
- discussed our working procedures
- determined that a consultant would likely be used for the search
- chose Board of Regents Chair Mr. Gordon A. McKinnon to chair the Committee
- reviewed the advertisement which had been placed in the Globe and Mail, the CAUT Bulletin, and in University Affairs

Tuesday, November 29, 1988:

- interviewed a potential consultant

Wednesday, November 30, 1988:

- interviewed a second potential consultant

- determined that we would definitely use a consultant
- selected Dr. Janet Wright to be our consultant

Wednesday, December 7, 1988

- recommended a budget to the Board Officers for the conduct of the search
- agreed on an action plan for consulting widely within The University on the issues facing us and on the qualities we ought to seek in our next President:
 - inviting senior administrators to meet with us
 - inviting representatives of groups such as UWFA, AESES and UWSA to meet with us
 - issuing an open invitation to all members and friends to meet with us
 - scheduling an Open Forum for all members and friends of The University of Winnipeg
 - agreed to receive both written and oral submissions

Wednesday, December 14, 1988:

- met with Acting Vice-President (Academic) Walt Stein
- met with Vice-President (Administration) John Law
- met with UWFA President Ed Byard
- met with Dean of Arts & Science Michael McIntyre

Wednesday, December 21, 1988:

- met with UWSA Vice-President David Henry
- met with Acting Dean of Theology Mac Watts
- met with AESES President Wayne Pucci, Vice-President Monica Guetre and Business Agent John Tabernor

Wednesday, January 11, 1989:

- met B.Ed. Program Director Annabelle Mays
- met with Community Liaison Coordinator Monica Wood
- met with Chief Librarian Bill Converse, Associate Chief Librarian Coreen Koz, and FCAS Library Committee Chair David Topper
- met with seven members of the President's Task Force on Accessibility, headed by their Chair, Nolan Reilly
- met with eleven faculty members from The Collegiate; Mr. Don Metz and Ms Anna Beauchamp headed this group

Friday, January 13, 1989:

- sponsored an Open Forum, attended by some 48 members and friends of The University

At all of our meetings from December 7 to January 13 inclusive, we were carrying out our mandate to consult widely before determining the selection criteria we would recommend to the Board. In addition to the oral presentations noted, we received twenty-one written submissions.

Saturday, January 14, 1989:

- began to draft a list of Issues Facing The University of Winnipeg and a list of Qualities Sought in the President

Wednesday, January 18, 1989:

- completed drafting the two lists
- determined that the list of Issues Facing The University of Winnipeg was used internally by us as an aid in formulating the Qualities list, and in preparing interview questions
- established a Sub-Committee to do a pre-screening of the candidates

Tuesday, January 23, 1989:

- special meeting of The University's Senate to offer advice and comment on the proposed selection criteria
- some minor alterations were suggested to us
- Senate approved the criteria in principle

Monday, February 6, 1989:

- sub-Committee screened the full list of known candidates
- prepared suggestions for the full Committee
- recommended that no further action be taken on about two-thirds of the candidates

Monday, February 20, 1989:

- looked at the full list of candidates
- received the Sub-Committee's suggestions
- decided to consider eighteen candidates further, and not to consider the remainder
- instructed our consultant to sound out nominees on this list, to determine if they might allow their names to be considered

Monday, February 27, 1989:

- the Board of Regents approved the selection criteria

Wednesday, March 15, 1989:

- reviewed the candidate list
- received information on those who did not wish to be considered
- reduced the list of candidates under active consideration to eleven names

Wednesday, March 22, 1989:

- reviewed the candidate list
- determined the names of six candidates whom we wished to interview
- determined that we might interview some of the remaining candidates if not all of the six were willing or able to be interviewed
- began discussing the structure and strategy of the interviews

- assigned key areas to Committee members, so that they could begin drafting questions

Wednesday, April 5, 1989:

- determined that we would be interviewing five candidates
- learned that four of them would likely be available on the weekend of April 14-16
- completed discussion of interview strategy and questions

Friday, April 14, 1989:

- interviewed the first candidate

Saturday, April 15, 1989:

- interviewed the second and third candidates

Sunday, April 16, 1989:

- interviewed the fourth candidate
- heard that the fifth candidate would likely be available for an interview on the weekend of April 29-30

Sunday, April 30, 1989:

- interviewed the fifth candidate
- determined unanimously that we would recommend Dr. Marsha Hanen to the Board of Regents
- instructed the Committee Chair to contact Dr. Hanen, let her know of our determination, and to discuss terms of employment

Wednesday, May 10, 1989:

- received information from the Chair that satisfactory terms had been arranged with Dr. Hanen
- prepared this report for transmission to the Board of Regents

We proceeded almost entirely by consensus, with an occasional straw vote taken to "test the waters" on some issue. As reported earlier, the Committee is unanimous in recommending Dr. Hanen's selection to the Board of Regents.

STATISTICS

We considered the names of 50 candidates. Of these, 24 applied in response to the advertisement and 26 were nominated.

By background or occupation, the candidates could be broken down as follows:

- Senior University Administrators - 29
- University Faculty - 3
- Community College Academic Administrators - 4
- Civil Service / Government Agencies - 4
- Business / Industry / Hospitals / Citizens - 10

Respectfully submitted
Gordon A. McKinnon
Chair
Presidential Search and Nominating Committee