



*The* UNIVERSITY of OKLAHOMA.

*Dean, College of International Studies  
William J. Crowe Chair*

March 6, 2015

President David L. Boren  
Evans Hall, Room 110  
660 Parrington Oval  
Norman, Oklahoma 73019-3073

Dear President Boren,

We are pleased to inform you that the Search Committee for the Senior Vice President and Provost at the University of Oklahoma concluded the search process on March 4, 2015. The three final candidates for the position were selected based on a thorough and comprehensive process – and each candidate experienced two full days of meetings and open discussions with many campus stakeholders. Below is a review of the search process, as well as the committee’s feedback about the three candidates for your consideration.

On October 29, 2014, the OU Board of Regents approved the appointment of the following members for the Senior Vice President and Provost Search Committee:

Co-chairs

Suzette Grillot  
Berrien Moore

OU Norman Campus Faculty

Mary Sue Backus  
Lowell Busenitz  
Alisa Hicklin Fryar  
James Hart  
Lance Lobban  
Aondover Tarhule  
Juanita Vargas

OU Norman Campus Student

Patrick McSweeney

OU Norman Campus Staff

Daniel Hough

External Constituents

Carol Burr  
Cindy Field  
Renzi Stone  
Chuck Thompson



The Committee discussed and finalized the Senior Vice President and Provost job description through electronic means during the month of November 2014. The final job description is attached.

The position advertisement was placed in *The Chronicle of Higher Education*, *Inside Higher Ed* and *Higher Ed Jobs*. The ads appeared in these publications through December 2014 and January 2015.

On January 22, 2015, the Search Committee met at the National Weather Center to review the 19 applications that were submitted for the position. No additional applications were submitted for the position after that date. During the deliberations, the committee agreed unanimously to invite the following candidates for an on-campus interview:

1. Dr. Kyle Harper, Interim Provost, University of Oklahoma
2. [REDACTED]
3. [REDACTED]

The candidates' CVs are attached for your convenience.

During their on-campus interviews, each candidate met with the following individuals and groups:

President David L. Boren  
Executive Vice President Nick Hathaway  
Vice President for Research Kelvin Droegemeir  
Vice President and General Counsel Anil Gollahalli  
Equal Opportunity Officer Bobby Mason  
Development Officers J.P. Audas or Paul Massad  
Vice President and Chief Information Officer Loretta Early  
Deans' Council  
Faculty Senate Executive Officers  
Staff Senate Executive Officers  
Provost's Staff  
Provost's Advisory Committee on Women's Issues (PACWI)  
Student Government Association Officers  
Senior Vice President and Provost Search Committee

Each candidate also participated in an open forum session for faculty, staff and students at the Fred Jones, Jr. Museum of Art, and each enjoyed a comprehensive tour of campus.

The search committee evaluated each candidate based on the established criteria outlined in the position description. The evaluation form is attached. The Search Committee chairs also informed the OU community that their comments and feedback were welcome, and they received approximately 10 written comments by email.

After the completion of the final candidate's interview on March 4, 2015, the Senior Vice President and Provost Search Committee met at Hester Hall to discuss the strengths and weaknesses of each candidate, in light of the members' evaluations as well as feedback received from other members of the OU community. The Committee believes that all three candidates should remain in consideration for the position and are qualified to serve as the Senior Vice President and Provost at the University of Oklahoma. The Committee's feedback for each candidate is below for your consideration.

## 1. Dr. Kyle Harper, Interim Provost, University of Oklahoma

### **Strengths:**

Dr. Harper is a very accomplished scholar and educator. He is highly intelligent and gifted in many areas. He has significant experience with the University of Oklahoma, having been a student and then a faculty member at OU. He clearly loves OU and knows its students very well, which shows in his commitment to and support for the student body. His background in the humanities provides important and valuable insight regarding the overall liberal arts education that an excellent institution of higher education should offer. He has in-depth understanding about the characteristic and potential of the research enterprise at OU and its importance for the university on the national stage. Dr. Harper is enthusiastic, energetic, innovative and ambitious – and he has an established record of working well with the President and others on campus. He is also confident and willing to learn.

### **Weaknesses:**

Dr. Harper is early in his academic career. He is relatively inexperienced in higher education administration, having not served as an academic department chair or a dean. Therefore, he will likely experience a significant learning curve at the level of provost, as he may not well understand some of the more subtle demands and requirements of the position. Dr. Harper's lack of experience results in a potential lack of credibility, especially among faculty, which will require that he quickly earn respect in the position. Dr. Harper is occasionally perceived as being evasive and not always direct when answering specific questions of academic importance or when asked to outline solutions to specific problems. Dr. Harper is seen by some to make decisions without full information and without consultation with relevant stakeholders. This is likely an issue of experience. There also remain concerns by a few about Dr. Harper's commitment to diversity and issues of equity.

2. [REDACTED]

### **Strengths:**

[REDACTED] has many years of experience in higher education, having served as an academic department chair, dean, vice provost and interim provost. He is knowledgeable about the role a provost can and should play and is well aware of the dynamics of higher education. In particular, [REDACTED] understands the technical aspects of the Senior Vice President and Provost position and is someone who can execute a strategic plan and get things done.

### **Weaknesses:**

Although everyone enjoyed [REDACTED] company during his visit, there remain concerns about his lack of enthusiasm. He does not come across as particularly energetic or visionary. There simply is no spark. Moreover, [REDACTED] exhibited some difficulty in answering questions and outlining solutions to problems – and he would clearly experience a learning curve as he comes up to speed about the University of Oklahoma. Finally, there was some concern that [REDACTED] has not held an administrative position at any one institution for very long. There are some questions about how well he is executing his current position of [REDACTED]

3. [REDACTED]

**Strengths:**

[REDACTED] impressed everyone on the search committee as someone with energy, skills and experience. He has served as an academic chair and dean for many years and articulates a clear vision for advancement in higher education. [REDACTED] seems very knowledgeable about the demands and requirements of the position of provost. He exhibits strong interpersonal skills and is clearly interested in and committed to students and their experience, as well as to faculty and their experience. Moreover, [REDACTED] is highly accomplished in his scholarship and teaching.

**Weaknesses:**

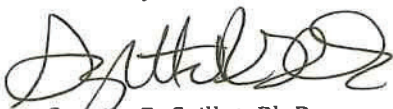
In addition to experiencing a learning curve about the University of Oklahoma (like any other external candidate would), [REDACTED] was not as knowledgeable about OU as he could have been during his interview. It appeared as if he did not do his homework before visiting us. He also exhibited some difficulty in answering questions about tough problems in higher education and identifying relevant solutions. He is not particularly imaginative. Several people who interacted with [REDACTED] expressed concerns about his lack of team spirit – he does not come across as someone who is exceptionally collaborative and team-oriented. Finally, some are concerned about [REDACTED] commitment to gender and equity issues.

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The members of the Senior Vice President and Provost Search Committee are pleased to submit to you this information about the search process and the final candidates. Please let us know if you have any questions or if you would like to discuss further.

On behalf of the Search Committee, we thank you for providing us this opportunity to serve the University of Oklahoma, and we look forward to working with our new Senior Vice President and Provost in the coming months and years.

Sincerely,



Suzette R. Grillo, Ph.D.  
Dean, College of International Studies  
William J. Crowe Chair in Geopolitics  
Vice Provost of International Programs



Berrien Moore, III, Ph.D.  
Vice President, Weather & Climate Programs  
Dean, College of Atmospheric and Geographic  
Sciences  
Chesapeake Energy Corporation Chair in  
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Director, National Weather Center