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**From:** Starr, Ken  
**Sent:** Wednesday, December 08, 2010 6:06 AM  
**To:** Leeper, Karla  
**Subject:** BAA Task Force Follow Up

Karla:

Yesterday's meeting was wonderful. A wise course of action emerges, I think, from our session, but I'll be eager for your reactions/comments. I do think it wise to finalize the document, as soon as practicable, and to bring Charlie promptly into the loop. Our hand may well be called prior to February. Not ideal, I agree, but something tells me that we may not be able to keep this on ice for two months plus.

My strong instinct is that the procedure now to come should be formal, rather than ad hoc. Even a special meeting, if need be. Or by conference call. Not ideal, I know. But in any event, specific issues arise in the meantime – most immediately, what our policy is as explained to Buddy (muddling through for now?), and then separately but relatedly, what do I tell Bob Beaucham?

As to the latter, here's my thought:

- This issue (the chairpersonship) is truly a core question for the Board itself. I should provide you with information and perspective, and am happy to do so and grateful to do so. But at the same time, I should not intrude into the Board's decisionmaking. And so with that, my thoughts are these:
- Buddy is an energetic, accomplished board member, who loves this University. He has served energetically. I am personally very fond of Buddy.
- My one concern – and it is substantial -- is his sharp focus on relationships with the Alumni Association, and the potential impact on the Administration's effort to develop a sensible, reasonable policy of going forward. That's a serious concern, quite frankly, and one that the Executive Council is continuing to focus on day to day. The whole array of issues surrounding the current policy with the Alumni Association is very, very time-consuming for us. We need to be building Baylor University, and not devoting so much energy to managing internal strife that leaves everyone in a state of unhappiness. We must find a modus vivendi. And we will be looking to the entire Board for support – and obviously guidance – in that respect.
- But I will not be able, in conscience, to carry on a policy of in effect waging war within the Baylor family. We have to find a better way. We need Baylor to come together, not to be driven apart. So that's my concern.
- You should by all means feel free to share this with Dary.