

# AGENDA

TELEPHONIC MEETING  
BOARD OF REGENTS, STATE OF IOWA  
JUNE 23, 2011  
2 p.m.

## Agenda Items

1. Call to Order (President Miles)
  2. Establishment of a quorum (President Miles)
  3. Iowa State University -- Presidential Search (President Miles)
    - a. Consideration of members of the Search Committee
    - b. Consideration of core qualities of the next president of Iowa State University
    - c. Ratification of Letter of Understanding with Parker Executive Search
    - d. First meeting of the Search Committee
  4. Other business
  5. Adjournment
- 

## Board Meeting Schedule

### 2011

August 3, 2011 (Evaluations)	University of Northern Iowa	Cedar Falls
August 4, 2011	University of Northern Iowa	Cedar Falls
September 15, 2011	Iowa School for the Deaf	Council Bluffs
October 26-27, 2011	University of Northern Iowa	Cedar Falls
December 8, 2011	Telephonic	Ames

Contact: Robert Donley

**IOWA STATE UNIVERSITY -- PRESIDENTIAL SEARCH**

**Actions Requested:** (a) Consider appointments to the Iowa State University Presidential Search Committee; (b) Consider revised core qualities for the next president of Iowa State University; (c) Ratify the Letter of Understanding with Parker Executive Search; and (d) Announce the first meeting of the ISU Presidential Search Committee.

a. Iowa State University Presidential Search Committee

At the June 8, 2011, meeting of the Board, the composition of the search committee was approved as follows:

Voting Members: 18

- Co-Chairpersons (Labh Hira and Roger Underwood)
- Board of Regents (Katie Mulholland and Bruce Rastetter)
- Faculty Senate President (Steve Freeman, President)
- President, Professional & Scientific Staff Council (Dan Burden, President)
- Government of the Student Body President (Dakota Hoben, President)
- Graduate and Professional Student Senate (Erica Smith, President)
- Faculty (6)
- ISU Alumni Association (2)
- ISU Foundation (2)

Ex-Officio/Non-Voting Members: 2

- Executive Director of the Board of Regents (Bob Donley)
- Chief Academic Officer of the Board of Regents (Diana Gonzalez)

Nominations for the faculty positions were solicited from the Deans of the College of Agriculture and Life Sciences, the College of Liberal Arts and Sciences, the College of Design, the College of Engineering, the College of Veterinary Medicine, the College of Human Sciences. Nominations were also solicited from the ISU Alumni Association and from the ISU Foundation. As directed by the Board at its June 8 meeting, the co-chairs and the two Regents on the Committee have selected from the nominees individuals to serve on the committee. President Miles will announce the names of these individuals during the meeting.

b. Core Qualities

At the June 8 meeting the Board reviewed core qualities used in the 2000 ISU presidential search when President Geoffroy was selected and made suggestions for additions. See Attachment A (the additions are underlined).

c. Ratify Letter of Understanding with Parker Executive Search

As authorized by the Board at its June 8 meeting, the Executive Director signed a Letter of Understanding with Parker Executive Search. The firm will provide assistance to the Search Committee and to the Board in recruiting candidates for the ISU presidency. See Attachment B for the Letter of Understanding

d. First meeting of the search committee

The first meeting of the ISU Presidential Search Committee will be as follows:

Date:	Thursday, June 29, 2011
Time:	2:30 to 4:30 p.m.
Location:	Krieger Board Room Gerdin Business Building Room #2200

QUALITIES OF PRESIDENTIAL CANDIDATES  
APPROVED BY THE BOARD OF REGENTS  
OCTOBER 2000 FOR THE ISU PRESIDENTIAL SEARCH

Updated June 2011 for the ISU Presidential Search for Review by the Search Committee

**General Attributes**

- An understanding of the mission of an internationally prominent land-grant research university that has a tradition of commitment to broad-based undergraduate education, that has distinguished graduate and professional programs, engagement through outreach and extension, and that aspires to become the nation's premier land-grant institution.
- An appreciation of the need for strategic planning to maintain and build on the University's excellence by national and international standards, to make optimal use of the University's resources and facilities, and to achieve the strategic goals approved by the Board of Regents.
- A demonstrated commitment to academic freedom, freedom of expression and experience in safeguarding these freedoms as well as understanding their importance in improving the quality of the university.
- The ability to listen, to provide articulate leadership, and to inspire the confidence of students, faculty and staff, alumni and friends of the university, and the people and representatives at the local, state and national level.
- Ability to engage with students in a visible and accessible manner and serve as a role model for others in actively engaging students in all aspects of their educational experience at Iowa State University.
- A vision recognizing the values of the academy and the key role the land-grant university plays in a society characterized by rapid social, economic, and technological change and the ability to promote its values and role to diverse constituencies.
- A commitment to diversity and an understanding of its many forms.

**Specific Attributes**

- The ability to identify and analyze problems, to conceive practical steps to resolve them and to explain decisions persuasively.
- The ability to recognize, attract and retain excellent administrators, students, faculty and staff.

- The skill and ability to work with faculty, staff, students and administrators in a collegial fashion while leading the University.
- The skill and ability to plan, direct and manage the academic, external and financial affairs of a large university.
- Demonstrated visionary leadership in raising funds from public and private sources and understanding and communicating the relationship it has to accomplishing the goals of the university.
- An understanding of, and commitment to, the intersecting and integrative missions of the land-grant university demonstrated by a record of promoting teaching and learning, excellence and preeminent scholarship in research and discovery, and engagement and service.
- An appreciation of the state, national and international responsibilities of the University.
- An understanding of the varied disciplines and functions that the university comprises.
- An understanding of the importance of the university's role in the economic development of the state of Iowa.
- An understanding of the value of cooperation among the Regents' institutions and the importance of working cooperatively within the Regents' governance system and other educational organizations.
- The ability to develop positive relationships with public officials and effectively participate in the political processes at the local, state, national and international levels.
- An understanding of information technology and the essential role this technology plays in meeting the missions of the land-grant university.
- A commitment to, and understanding of, the arts and humanities and their importance to the missions of the land-grant university.
- An understanding of science and technology and their importance to the missions of the land-grant university.
- Recognizes the complexity of intercollegiate athletics and the role it plays in today's university.
- An appreciation of, and commitment to, shared governance.
- Recognition of the important role played by public and private funding agencies in supporting scholarship in the university, and demonstrated experience in interacting with such agencies.

- Recognition of the role all aspects of communication – print, television, radio, internet, social media -- in the 21<sup>st</sup> century and how perceptions are affected by the rapid dissemination of information.

#### **Personal Qualifications**

- An earned Ph.D., advanced professional degree, or the equivalent, and a record that would qualify for appointment to a tenured professorship in a department or college of the university and that would add distinction to that unit.
- The ability and skill to approach controversy and opportunity constructively.
- Strong personal and professional ethics, honesty and integrity.
- A demonstrated record of commitment and sensitivity to affirmative action, equal opportunity, and human rights.



June 15, 2011

David W. Miles, JD  
President  
Board of Regents of the State of Iowa  
11260 Aurora Avenue  
Urbandale, IA 50322

Dear Mr. Miles:

We are pleased and honored to have the opportunity to represent you and the Board of Regents of the State of Iowa in the search for *President of Iowa State University*. We look forward to meeting with the Board Search Committee and other University constituency groups to discuss in detail the position, the required qualifications of potential candidates, and the timing of the search process. We will use the information and objectives provided by you and the Board Search Committee to recruit a qualified panel of candidates.

**Scope of Work:**

- **Understand the purposes and goals of Iowa State University**
  - Parker Executive Search will visit the System, the University, its leadership, and those involved in the searches in order to gain an understanding of the history, structure, and operations of the System/ University.
  - We meet with all interested parties involved in the search process to clearly understand and clarify the expectations for each search assignment.
  
- **Develop position specification**
  - We will assist the Board Search Committee in identifying basic responsibilities, title, reporting relationships, and experience required in order to prepare the updated position specification.
  - We provide the Board Search Committee with sample specifications and assist in fine tuning the specification, as requested.
  
- **Parker Executive Search will provide a suggested search timeline and will seek the agreement of the professionals involved in the search process.**
  - This will include certain established dates, to include:
    - Updates on the search process and candidates;
    - Conference calls scheduled as necessary;
    - Delivery dates for the candidate recommendations and final report;
    - Interim meeting dates with the Committee and others as required.



- In addition, interview dates, locations, and responsibilities will be established as agreed upon, using the timeline as a guide.
- Timelines are designed to also clarify who is responsible for the execution of each objective and target date.
  
- **The search firm will assist and advise the institutions on appropriate advertising venues, which may include, but are not limited to:**
  - *The Chronicle of Higher Education*
  - *Diverse Issues in Higher Education*
  - *Hispanic Outlook*
  - *Women in Higher Education*
  - Iowa State University's website
  - Parker Executive Search website
  
- **All potential candidates will be contacted by letter and direct phone calls.**
  - The search firm's objective is to ensure that all interested parties have been contacted in a timely and professional manner.
  - One of the objectives of the search process is to give the client, candidates, and general public a substantial comfort level that the search has been conducted professionally and efficiently.
  
- **Original research and candidate identification will continue throughout the search process.**
  - The search firm uses both original research, as well as a careful review of the database, complimented by advertising in appropriate publications to identify and recruit qualified candidates to compare and evaluate against the position specification and each other.
  
- **An assessment will continue throughout the search process.**
  - The search firm will obtain an understanding of accomplishments, capabilities, strengths and weaknesses, and potential for success for each candidate through resume review, telephone screenings, job specific questionnaires, and, in some instances, personal interviews.
  
- **The search firm will advise and facilitate the process.**
  - The search firm shares all information with the appropriate representative(s) of the System/ University. The search firm recommends candidates who are qualified and meet the specifications for the position, but the search firm does not have a vote in the final selection process.
  
- **The search firm's role in interview scheduling.**
  - The search firm will make all arrangements and schedule candidates for interviews with the representatives of the System/ University, with their approval.
    - Consult with representatives of the System/ University on determining dates and location for interviews.



- Make all meeting arrangements with hotel/meeting venue, including room reservations for System/ University representatives and candidates.
  - Schedule interview time and date with each candidate.
  - Assist candidates with air and/or ground travel arrangements.
  - Provide members of the Board Search Committee with complete interview schedule prior to interview dates.
- Schedule or assist in scheduling on-campus interviews for final candidates.
- **The search firm will assist the Board Search Committee, and others with preparing for interviews, to include:**
  - Appropriate questions
  - Advising the System/ University representatives on appropriate interviewing techniques, as necessary.
- **Conduct background checks on final candidates.**
  - Obtain written permission from each candidate to conduct background checks.
  - Conduct criminal, credit, and motor vehicle checks.
  - Confirm candidates' degrees.
  - Conduct media reviews for potentially controversial areas of concern.
  - Have candidates sign a statement of accuracy of vita and/or bio.
- **Conduct reference checks on final candidates.**
  - We speak directly with individuals who are in positions to evaluate the candidate's performance in recent years, references that will include both those supplied by the individual, as well as additional reference contacts.
  - We also encourage the Board Search Committee to conduct references on final candidates.
- **The search firm will work with the System/ University representatives in all candidate follow-ups, to include recruiting the preferred candidate.**
  - The firm will be involved in working with the client in concluding the search process, including salary and benefit negotiations, when appropriate.
  - In addition, the firm will continue to work with the successful candidates and maintain a close contact, including quarterly telephone conversations to ensure a smooth transition.
- **Candidate Follow-Up.**
  - The search firm will follow up with all candidates who were not selected for final interviews, or ultimately extended an offer for the position.
  - It is the desire of the search firm to ensure that the System/ University has been represented professionally, and all interested parties feel that they have been given fair and open access to the search process.



We are prepared to represent the Board of Regents of the State of Iowa for a set fee of \$95,000.00 in the search for the President of Iowa State University. The fee will be invoiced in three equal increments of \$31,666.66, at the beginning of the search and 30 and 60 days thereafter (Terms will be Net 30, 1.5% per month).

In addition to the professional fee, direct expenses of each assignment are billed on an out-of-pocket basis. These expenses include items such as long distance telephone calls, research, and delivery services as well as travel and interview expenses for the search consultants. We make every effort to hold reimbursable expenses to a minimum and will ensure that our expenses do not exceed 10% of the fee. Advertising, committee interview and travel expenses, and candidate travel expenses are not included in the 10% expense budget and will be invoiced separately to Iowa State University along with proper documentation.

You may terminate a search for any reason upon notice. If this occurs within the first three months after we commence our engagement, the fee for our services up to that point shall be equal to the set fee, prorated on a per diem basis over the initial 90-day period. If the termination occurs after the 90-day period, the fee for our services shall be the set fee. If for any reason the candidate selected leaves Iowa State University during the first 12 months, we will conduct an assignment to replace that individual without additional fee, but for out of pocket expenses only. We commit our professional effort to each search, and we will continue until the position is filled or until we are both satisfied that every reasonable effort has been made.

Best Regards,



Daniel F. Parker, Sr.  
President

**Agreed to and accepted by:**

  
Board of Regents of the State of Iowa

Date: 6.17.11

*Parker Executive Search accepts, without reservation, the principles of equal opportunity in employment. Parker Executive Search does not discriminate on the basis of gender, disability, race, age, color, sexual orientation, political affiliation, marital status, national origin, or religion.*

