

**MEMORANDUM**

**To:** Board of Regents  
**From:** Owen J. Newlin  
**Subject:** Procedures for the Selection of Superintendent at Iowa School for the Deaf (ISD)  
**Date:** June 10, 2002

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**Recommended Actions:**

Superintendent Selection Policies	Approve recommended policies for the selection of the Superintendent of the Iowa School for the Deaf.
Search and Screen Advisory Committee	A. Create a search and screen advisory committee at the Iowa School for the Deaf to be known as the Superintendent Search and Screen Advisory Committee to aid in the Superintendent search, as set forth in the attached exhibits.
Campus Members of Committee	B. Request that the membership of the Superintendent Search and Screen Advisory Committee be presented to the Board for approval at the July Board meeting.
Executive Search Firm	C. Authorize the Executive Director, with the approval of the President of the Board of Regents, to enter into a contract with an executive search firm.
Search Firm Duties	D. Approve the duties of the Superintendent Search and Screen Advisory Committee and the executive search firm as outlined in the attached exhibits.
Criteria for Superintendent Position	E. Instruct the Superintendent Search and Screen Advisory Committee and the Board Office to develop criteria for the position of Superintendent of the Iowa School for the Deaf and to report to the Board for consideration at its September Board meeting.
ISD to Establish Expense Fund	F. Direct the Iowa School for the Deaf to establish a fund to pay all the expenses of the superintendent search.
Board President will Supervise Search Process	G. Authorize the President of the Board to supervise the search process and to be the exclusive spokesperson for the Board regarding the search process.

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**Background:**

ISD Superintendent Retirement	In May the Board approved the retirement request of William Johnson as Superintendent of Iowa School for the Deaf, effective September 1, 2003. Superintendent Johnson has provided exceptional service to the Iowa School for the Deaf and the Board as a strong and effective leader.
General Criteria for Search Process	The following general criteria should apply to the process selected by the Board of Regents for a superintendent search at Iowa School for the Deaf.
Board's Statutory Responsibility	The Board of Regents is responsible under Chapter 262 of the Iowa Code for the selection of all institutional heads at the Regent institutions. The following guidelines describe the general process to conduct searches for institutional heads and their appointment. The specific procedures to be used in a given search will be determined by the Board and will reflect the unique environment of the institution.
Rules, Procedures and Policies	A. All rules, procedures, and policies regarding the search, including, but not limited to, the role, composition, and appointment of a search committee, the time schedule for the search, and the use of consultants shall be established by the Board of Regents, State of Iowa. The election of an institutional head or the Executive Director shall be the sole responsibility of the Board of Regents, State of Iowa. IC §262.9(2) and §262.9(12). The process shall provide for:
Confidentiality	1. Confidentiality of the candidates to the fullest extent possible pursuant to law.
Institutional Constituency	2. Participation by institutional constituencies, specifically including the faculty, with respect to the criteria to be used in the selection process and in review of the final candidate for institutional head. The process for the selection of an Executive Director shall be determined by the Board.
Reasonable Time Period	3. The process shall be one that can be accomplished within a reasonable period of time set by the Board.
Affirmative Action Compliance	4. Affirmative action/equal employment opportunity procedures shall be fully utilized.

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**Analysis:**

Procedures  
Based on Past  
Experience

The procedures being recommended are generally based on the Board's experience in the selection of institutional heads since 1981. This includes previous selections of Superintendents at ISD and IBSSS, and Presidents of the University of Iowa, Iowa State University, and the University of Northern Iowa. In these searches:

Advisory  
Committee

- ◆ The Board has utilized an advisory committee (mostly campus-based) to draft and recommend criteria for selection of candidates and to act in an advisory capacity in the search and screening process.

Executive  
Search Firm

- ◆ All recent searches have also included the services of an executive search firm. The executive search firms have provided valuable service to the search and screening advisory committees and to the Board in the selection process.

Coordination by  
Board Office

- ◆ Throughout all of these searches, the Board Office has carried out its critical coordinating responsibilities. The process and procedures being recommended are consistent with these elements of past searches, and the policy of the Board noted above.

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**Recommendations**

Search and  
Screen Advisory  
Committee

It is recommended that a Superintendent Search and Screen Advisory Committee be selected at the Iowa School for the Deaf to advise the Board of Regents in selecting a new Superintendent. The composition of the Committee is detailed in the attached exhibits. The Committee will be broadly representative of major campus and other constituents.

Board Office  
Assistance

The Board Office is being asked to assist the Board President in the identification of an appropriate executive search firm. As has been the past practice, the President of the Board, assisted by the Board Office, will provide overall supervision of the selection process and be the exclusive spokesperson for the Board.

Board Approval  
of Procedures

It is recommended that the process begin with the Board's approval of procedures for the selection of a new Superintendent at its June meeting.

Advisory  
Committee  
Appointments

This action will be followed by consideration and approval of the appointments to the Superintendent Search and Screen Advisory Committee by the Board of Regents at the July meeting.

Approve Criteria

The Board will approve superintendent criteria to be used in the search at its September Board meeting.

Prospect  
Screening

The search for and screening of prospects will take place during October and November.

Identification of  
Three Finalists

In October and November, the Superintendent Search and Screen Advisory Committee will conduct interviews of prospects, resulting in the identification of three finalists for review and selection by the Board of Regents.

Board Interviews  
of Finalists

It is anticipated that the actual interviewing of the finalists by the Board will take place sometime in December, with the selection of a new superintendent by the Board soon thereafter.

This schedule will provide an opportunity for the selection process to take place in a timely manner, yet, allow the flexibility to adjust the process as needed.

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Owen J. Newlin, President  
Board of Regents, State of Iowa

**TENTATIVE SCHEDULE FOR THE SELECTION OF  
THE SUPERINTENDENT AT IOWA SCHOOL FOR THE DEAF**

May 2002

Accept Retirement Request.

June 2002

Approval of Procedures for the Selection of the Superintendent of Iowa School for the Deaf

July 2002

Approval of the Appointments to the Superintendent Search and Screen Advisory Committee

August 2002

Advertisement of Position Opening

September 2002

Approval of the Criteria and Job Description for Selection of the new Superintendent at Iowa School for the Deaf

October 2002

Search and Screening of Prospects begins

October/November 2002

Interviews of Prospects by the Superintendent Search and Screen Advisory Committee

Identification of Three (3) Finalists for Review by the Board of Regents

December 2002/January 2003

Interviews by the Board of Regents and Selection Soon Thereafter

**SUPERINTENDENT SEARCH AND SCREEN ADVISORY COMMITTEE**

Consistent with Regent policy and the selection process, it is recommended that a Superintendent Search and Screen Advisory Committee consisting of the following persons be established:

Professional and Scientific – one person

Faculty – three persons (one elementary, one junior high, one high school)

Merit Employees – one person

Iowa Department of Education – one person

Deaf community – one person

ISD Advisory Committee – one person

ISD Administrative team – one person

Board Office – one person (ex officio)

**DUTIES OF IOWA SCHOOL FOR THE DEAF**  
**SUPERINTENDENT SEARCH AND SCREEN ADVISORY COMMITTEE**

1. To assist and advise the Board of Regents in the selection of the Superintendent of Iowa School for the Deaf.
2. To recommend criteria for the position of Superintendent of Iowa School for the Deaf.
3. To work cooperatively with the executive search firm in conducting the search and screening process for an appropriate candidate.
4. To conduct a broad advertising campaign, including, but not limited to, the major educational media, affirmative action sources, major state and national media, and individual contacts, as appropriate.
5. Forward any nominations and applications received by the Committee to the Executive Search firm as received.
6. To evaluate the nominations and applications.
7. To recommend, without ranking, three (3) finalists, who best meet the Board of Regents' criteria, to the Board. The records of the finalists are to be transferred to the Board. The recommendations shall include a detailed explanation of the rationale for the recommendations and supporting information.

### **DUTIES OF THE EXECUTIVE SEARCH FIRM**

1. To assist and advise the Board of Regents, State of Iowa, in its selection of the Superintendent of Iowa School for the Deaf.
2. To assist the Superintendent Search and Screen Advisory Committee in conducting the search and screening process for appropriate prospects.
3. To assist the Committee in conducting a broad advertising campaign, including, but not limited to, the major educational media, affirmative action sources and major state and national media.
4. To ensure that affirmative action/equal opportunity requirements are met in spirit and in word of the law.
5. To receive nominations and applications for the Superintendent of Iowa School for the Deaf.
6. To provide timely, professional acknowledgments of nominations and other correspondence to prospects.
7. To ensure that files of all qualified prospects are complete. Files should include evidence supporting prospect claims of meeting the criteria of the Board of Regents, State of Iowa. In all cases, a certified, official copy of the transcripts of all postsecondary education institutions, from which the candidates claim to have been graduated, are to be a part of the files.
8. To conduct a thorough background search on all final prospects and initial searches on prospects.
9. To assist the Committee in the evaluation of the nominations by submitting a list to the Committee of prospects who meet the Board's criteria.
10. To assist the Committee in recommending a final group of at least three (3) prospects, who best meet the Board of Regents' criteria, and to conduct an extensive background search of the recommended prospects, including, but not limited to, the authentication of all academic credentials and experiences of the prospects.
11. To confirm the willingness of the finalists to serve.
12. To refrain from public statements regarding the search except as may be conveyed by the Chair of the Search Committee regarding the Committee and by the Board President concerning the Board and the Board search process.