

**MEMORANDUM**

**To:** Board of Regents  
**From:** Owen J. Newlin  
**Subject:** Procedures for the Selection of a President at the University of Iowa  
**Date:** June 10, 2002

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**Recommended Actions:**

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|---------------------------|--|
| Accept Resignation        | 1. Accept the resignation of Mary Sue Coleman as President of the University of Iowa effective August 1, 2002.   |
| Appoint Interim President | 2. Appoint Willard L. Boyd as Interim President to serve until a new President's term takes effect.  |
| Policies Approval         | 3. Approve recommended policies for the selection of the President of the University of Iowa. <ul style="list-style-type: none"><li>A. Create a committee at the University of Iowa to be known as the Presidential Search and Screen Advisory Committee to aid in the presidential search, as set forth in the attached exhibit.</li><li>B. Approve Jonathan C. Carlson at the University of Iowa as Chair of the Presidential Search and Screen Advisory Committee.</li><li>C. The Chair of the Presidential Search and Screen Advisory Committee and the President of the Faculty Senate shall jointly nominate members of the Presidential Search and Screen Advisory Committee, in consultation with the Board President, to the Board of Regents for approval.</li><li>D. Authorize the Executive Director, with the approval of the President of the Board of Regents, to contract with an executive search firm.</li><li>E. Approve the duties of the committee and the firm, as outlined in the attached exhibits.</li><li>F. Instruct the University Presidential Search and Screen Advisory Committee and the Board Office to develop criteria and to prepare a description of the position for the Presidency of the University of Iowa and to report to the Board for its consideration at its September Board meeting.</li></ul> |

- G. Direct the University of Iowa to establish a fund to pay all expenses of the presidential search.
- H. Authorize the President of the Board to supervise the search process and to be the spokesperson for the Board regarding the search.

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**Background:**

The Board has received the resignation of Mary Sue Coleman as President of the University of Iowa, effective August 1, 2002. President Coleman has served the University of Iowa as a strong and effective leader and she will be missed.

General Criteria for Search Process      The following general guidelines should apply to the process selected by the Board of Regents for a presidential search at the University of Iowa.

Board's Statutory Responsibility      The Board of Regents, State of Iowa, is responsible under Iowa Code Chapter 262 for the selection of institutional heads and the Executive Director. The following guidelines describe the general process to conduct searches for institutional heads and for the Executive Director, as well as 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 or the Board Office.

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.

Performance Evaluations      B. The Board shall, at least annually, conduct performance evaluations of the Presidents, Superintendents, and Executive Director, by processes determined by the Board.

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**Analysis:**

Procedures  
Based on Past  
Experience

The procedures that I recommend are based on the Board's experience in the selection of institutional heads since 1981. This includes the selection of presidents at the University of Iowa, Iowa State University, and the University of Northern Iowa and searches for the superintendents of the two special schools. In these searches, the Board has utilized a campus based committee to draft and recommend criteria for selection and to carry out a primary role in the search and screening process. All recent searches have also included the services of an executive recruiting firm. The executive search firms have provided valuable assistance to the search and screening committees and to the Board in the selection process. Throughout all of these searches, the Board Office has also carried out its important coordinating responsibilities. The process for selection that I am proposing is consistent with these elements of past searches and the policy of the Board noted above.

Advisory Committee  
and Executive  
Search Firm

It is proposed that a University Presidential Search and Screen Advisory Committee be selected at the University of Iowa to assist the Board of Regents in selecting a new president. The composition of the committee is detailed in the attached exhibit. The committee will be broadly representative of the major campus constituents with a heavy contingent of faculty, many of whom will be distinguished faculty. I have asked the Board Office to be prepared 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 should provide overall supervision of the selection process, assisted by the Board Office.

Process to begin  
Immediately

I propose that the process begin immediately with the Board's approval of procedures for the selection at its June meeting. This action will be followed by the consideration of the appointments to the Presidential Search and Screen Advisory Committee by the Board of Regents at the July meeting. The approval of the criteria, developed by the Search Committee, the Executive Director and the Board Office, by the Board of Regents should take place at the regular September Board meeting. The advertisement of the position will take place during August and September. In October and November, the interviews of the prospects by the Presidential Search and Screen Advisory Committee would take place, resulting in the identification of four finalists for review and selection by the Board of Regents. It is anticipated that the actual interviewing of the four finalists by the Board of Regents will take place in December or January, with the selection of a new president by the Board soon thereafter.

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.

Committee  
Chairperson  
Recommendation

I am recommending Jonathan C. Carlson to chair the Presidential Search and Screen Advisory Committee. Carlson is a professor at the College of Law at the University of Iowa.

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. This schedule is similar to those used in other recent Board searches including the ones in which Presidents Mary Sue Coleman, Robert Koob and Gregory Geoffroy were selected.

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

## **PRESIDENTIAL SEARCH AND SCREEN ADVISORY COMMITTEE**

As is customary at a major public, research university, the members of the faculty have an important role in the selection of major administrative officials for the university. In light of this tradition and at the same time recognizing the Board's responsibility to appoint a president, the following process shall be followed in creating the University Presidential Search and Screen Advisory Committee. The Chair of the Presidential Search and Screen Advisory Committee and the President of the Faculty Senate shall, in consultation with the President of the Board, jointly make nominations for the Presidential Search and Screen Advisory Committee for approval by the Board of Regents as follows:

- (1) Ten members of the faculty and administration in consultation with the Faculty Senate.
  - (A) Nine members of the faculty, giving due regard to representation from various colleges and the representation of women and minority faculty. A majority of the faculty shall be senior distinguished faculty members. One of the nine shall be a departmental executive officer.
  - (B) One representative of the Deans.
    1. One Dean, in consultation with the Deans, who for the purposes of this selection shall be defined as all those individuals with the title of "Dean."
- (2) Three representatives of the University of Iowa staff, in consultation with appropriate groups of staff, of whom at least two of the representatives shall be a professional and scientific employee, of which one shall be from University of Iowa Hospitals and Clinics and at least one of the representatives selected shall be a Regents merit system employee.
- (3) Three representatives of the students.
  - (A) One representative selected in consultation with the University of Iowa Student Senate and Collegiate Associations Council.
  - (B) One representative selected in consultation with the Graduate Student Council.
  - (C) One representative of the Graduate Teaching/Research Assistants.
- (4) Two representatives of the alumni.
  - (A) One representative selected in consultation with the SUI Alumni Association Board of Directors.
  - (B) One representative selected in consultation with SUI Foundation.
- (5) Up to three additional representatives of the University of Iowa may be selected to serve on the committee by the President of the Board of Regents, State of Iowa.
- (6) Executive Director and Deputy Executive Director shall serve ex officio (without vote).

If a vacancy on the committee occurs, the vacancy shall be filled in the same manner as the person originally chosen.

Any public statements about the actions of the committee or the firm shall be made only by the chair of the committee. Any public statements will focus on the committee's operations and progress, not individuals.

**DUTIES OF THE UNIVERSITY OF IOWA PRESIDENTIAL  
SEARCH AND SCREEN ADVISORY COMMITTEE**

1. To assist and advise the Board of Regents, State of Iowa, in the selection of the President of the University of Iowa.
2. To recommend criteria for the position for the presidency of the University of Iowa.
3. To work with the executive search firm in conducting the screening and searching for an appropriate candidate.
4. To conduct a broad advertising campaign, including, but not limited to, the major educational media, affirmative action sources, and major state and national media.
5. To evaluate the nominations and applications.
6. To recommend, without ranking, at least four (4) prospects, who best meet the Board of Regents' criteria, 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 President of the University of Iowa.
2. To assist the University Presidential Search and Screen Advisory Committee (Committee) in conducting the screening and searching 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 President of the University of Iowa.
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 prospects' claims of meeting the criteria of the Board of Regents. 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 initial 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 four (4) 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 certify the willingness of the finalists to serve.

**PROPOSED SCHEDULE FOR THE SELECTION OF**  
**A PRESIDENT AT THE UNIVERSITY OF IOWA**

**June 2002**

Approval of Procedures for the Selection of a President of the University of Iowa

**July 2002**

Approval of the appointments to the campus Presidential Search and Screen Advisory Committee

**September 2002**

Approval of the Criteria for Selection of a President at the University of Iowa  
Advertisement of Position

**October/November 2002**

Search and Screening of Prospects

**November/December 2002**

Interviews of Prospects by Presidential Search and Screen Advisory Committee  
Identification of Four (4) Finalists for Review by Board of Regents

**December 2002/January 2003**

Interviews by the Board of Regents and Selection Soon Thereafter