

-----Original Message-----

From: Steinke, Gary W [BOARD]
Sent: Saturday, June 16, 2007 1:18 PM
To: Campbell, Bonnie J.; Evans, Jack B.; Fry, Bobbi; Jenny Connolly;
Lang, Craig A.; Maier, Jeana; Michael Gartner; Miles, David W.; Novak,
Kristin; Robert Downer; Rose Vasquez ; Ruth Harkin; Waters, Sally
Cc: Smith, Dianne [BOARD]
Subject: FW: UI Search and Screening Advisory Committee Report to the
Board of Regents, State of Iowa

Good Afternoon,

Attached is the final report from the Search Committee. I was advised last week by the Attorney General's Office that this report is a public document. As you will note the search committee has asked that it not be released publicly, but I feel as though I have no choice after consulting with the AG's office and will therefore post it to the website momentarily.

Have a good weekend.

Gary

Gary Steinke
Executive Director/
Director of Public Affairs
Board of Regents, State of Iowa

Phone: 515-281-6426
Fax: 515-281-6420

-----Original Message-----

From: Gartner, Michael [<mailto:MichaelG@iowacubs.com>]
Sent: Saturday, June 16, 2007 1:12 PM
To: Steinke, Gary W [BOARD]
Subject: FW: UI Search and Screening Advisory Committee Report to the
Board of Regents, State of Iowa

-----Original Message-----

From: Presidential Search Committee
[<mailto:presidential-search@uiowa.edu>]
Sent: Saturday, June 16, 2007 1:02 PM
To: Gartner, Michael; miles@countrysiderenew.com
Cc: gwstein@iastate.edu
Subject: UI Search and Screening Advisory Committee Report to the Board
of Regents, State of Iowa

Dear Regents Gartner and Miles:

Here is the Search Committee's Report on the final candidates. We respectfully request that this not be released publicly until after the conclusion of your meeting tomorrow, though of course that is up to your

discretion.

We look forward to the opportunity to provide you further oral comments tomorrow in Des Moines. Please give me a call if you have any questions before then.

David Johnsen

Cc: Mr. Steinke

University of Iowa Presidential Search and Screen Advisory Committee
Recommendations of the Search Committee
Submitted to the Board of Regents
June 16, 2007

The University of Iowa Presidential Search and Screen Advisory Committee would like to express our appreciation to the Board for the opportunity to assist in the search for a new president for The University of Iowa. We all feel privileged to have been asked to participate in this process and are honored by the trust you have placed in us. We hope you find that the quality of the candidates we are recommending to you is a validation of the continuing effectiveness of a search process that includes significant campus participation.

Introduction

The Search Committee recommends that the Board of Regents, State of Iowa, consider the following four candidates for the University of Iowa presidency (in alphabetical order):

Dr. Charles R. Bantz, Indiana University-Purdue University, Indianapolis; and Indiana University;
Dr. Mark P. Becker, University of South Carolina;
Dr. Philip Furmanski, Rutgers University, The State University of New Jersey;
Dr. Sally K. Mason, Purdue University.

Each of these candidates has been thoroughly screened by the committee through a process that included the following steps: i) receipt and review of candidate credentials; ii) 75-minute off-campus interview; iii) on-campus interviewing, including meetings with administrative, faculty, staff and student leaders; iv) a public symposium in which the candidate made brief remarks then answered questions on “Challenges and Opportunities Facing Public Research-Intensive Universities,” and v) an extensive check of references not identified by the candidate (i.e. calls to administrative, student, faculty and staff leaders at candidate’s home or previous institution to check performance and reputation). In addition to the committee’s screening process, we understand that our search firm, Heidrick & Struggles, conducted an initial background check on all candidates and a second in-depth background check on all finalists, including authentication of their academic credentials and experience, as well as a general review of news sources and credit sources to uncover any problems with a candidacy. Heidrick & Struggles also performed an independent check of references.

The Search Committee thanks Heidrick & Struggles for their assistance during the search. Committee members look forward to supporting and working actively toward the success of the new president.

The remainder of this report sets out the committee’s rationale for its recommendations, as requested by the Board in its original charge to the committee. These recommendations and evaluations are based on all the information received by the committee.

Administrative Experience

All four candidates have an impressive range of relevant administrative experience, though there are significant differences among them in terms of both the length and breadth of their experience, and each would bring a unique set of skills to the job of president.

◦ **Charles Bantz** has eighteen years of administrative experience with line authority at three levels: department chair, Provost, and Chancellor (concurrently Executive Vice President). At Arizona State University he served as Chancellor and CEO at Indiana University-Purdue University Indianapolis (IUPUI) for four years, department chair for the Department of Communication (6 years), and Vice Provost (5 years). He served as Provost and Senior Vice President for Academic Affairs at Wayne State University (3 years). IUPUI holds a Carnegie Classification of “High” research activity (Iowa’s is “Very High,” as is Indiana University’s). IUPUI is the second largest of the eight Indiana University campuses. It is an urban, largely commuter, campus, with twenty-two schools and academic units, including a major health sciences component with a medical school. It grants degrees from both Indiana University and Purdue University. IUPUI was created in 1969 as a partnership between Indiana and Purdue Universities, with IU as the managing partner. With the administrative restructuring of Indiana University by the Board of Trustees in January 2006, IUPUI Chancellor Bantz acquired additional responsibilities as Executive Vice President of Indiana University. Reporting directly to the President, the Executive Vice President assists the president in addressing the full range of university-level policy and administrative issues and has university-wide responsibility for providing coordination and consultative services to campus chancellors and academic vice chancellors. From 2003-2006, Bantz served as Vice President for Long-Range Planning at Indiana University, concurrent with his Chancellor’s position.

◦ **Mark Becker** has served as an academic administrator with line authority at two levels: Dean and Executive Vice President for Academic Affairs and Provost. He served as Associate Dean and Dean of Public Health in two Big-10 universities (Michigan and Minnesota), the former for four years and the latter for three years. Since 2004 he has been chief academic officer and second ranking officer of the University of South Carolina, although he does not oversee the Health Sciences colleges, which are under the purview of the Vice President for Research and Health Sciences. As Dean of the School of Public Health at the University of Minnesota, he collaborated with other health sciences deans and the university hospital. While at Minnesota he transformed the school of public health from a research unit into a comprehensive academic unit. As provost at University of South Carolina, he deals with academic programs, admissions, alumni, arts and public service programs, athletics, the Board of Trustees, development, faculty governance, marketing and communications, space and facilities, state and student governments, and university system affairs. Like the Universities of Michigan and Minnesota where he served previously, and like The University of Iowa, USC holds a Carnegie Classification of “Very High” research activity.

◦ **Philip Furmanski** has served as an academic administrator with line authority at three levels: department chair, Dean, and Executive Vice President for Academic Affairs, his current position at Rutgers, The State University of New Jersey, with over 34,000 students. He was recruited to New York University to serve as Professor and Chair of the Department of Biology. There he served thirteen years as Department Chair and six years as Dean of Arts and Sciences at one of the nation’s top large research-intensive private universities. Since 2003 he has been chief academic officer and chief budget officer of the three campuses of Rutgers. Like NYU and The University of Iowa, Rutgers holds a Carnegie Classification of “Very High” research activity. Prior to his recruitment to NYU, he held a series of research administration positions, including research and science directorships in a national, independent not-for-profit foundation that raised funds for cancer treatment, research, patient education and outreach in the Rocky Mountain Region through the University of Colorado Cancer Center. Some medicine and health sciences institutes and departments fall under his authority at Rutgers. As vice president, he has had a strong connection with athletics, serving on the Board of Athletics Committee. Programs and activities that he oversees include Corporate Liaison and

Technology Transfer, Research and Sponsored Programs, Continuous Education and Outreach, and Academic and Public Partnerships in the Arts and Humanities. He interacts regularly with his Board of Governors and also has direct involvement with the state governor and other state agencies.

- **Sally Mason** has twenty years of experience in academic administration, with line authority at three levels: department chair, Dean, and Provost. At the University of Kansas, she served as a full professor in the Department of Molecular Biosciences, acting chair of the Department of Physiology and Cell Biology (3 years), associate dean in the College of Liberal Arts and Sciences (5 years) and Dean of the College of Liberal Arts and Sciences (6 years). Since 2001, she has been chief academic officer at Purdue University. As provost at Purdue, her direct reports include the Deans, Chancellors of four regional campuses, Vice Presidents and Provosts for Discovery, Learning, and Engagement, Vice Presidents for Information Technology and Student Services, and Director of Space Management. She has raised funds for and implemented several major diversity initiatives at Purdue: she opened a Native American cultural center that joins the Latin and black cultural centers already on campus; she started two programs funded by the NSF that work to increase retention and graduation rates among students in science fields, especially minorities; and she recently implemented a new initiative that focuses on recruitment, including more minority faculty appointments, professional development programs, and incentives for teaching and research on diversity. She is Chair of the Board of Inproteo, a start-up company collaboration between Eli Lilly, Inc., Indiana University, and Purdue University. She is an elected board member of the Regenstrief Foundation. Like the University of Kansas and The University of Iowa, Purdue holds a Carnegie Classification of “Very High” research activity.

Academic Reputation

All four candidates have sufficient research and publication records that would allow them to be appointed as a tenured full professor at The University of Iowa.

- **Dr. Bantz** is an expert in organizational communication, media, and organizational culture. He rose through academic ranks at the University of Minnesota and Arizona State University. He has published 25 articles (one since becoming a Vice Provost in 1995) and three books, and he served as a journal editor for two years. In 1998, he participated in the Salzburg Seminar, a multinational research project created to promote higher education reform in Central and East Europe and the Russian Federation. He advised 10 doctoral and 11 masters theses. He developed 10 courses and taught more than 15 different courses at the undergraduate and graduate student levels.

- **Dr. Becker** is widely regarded as an outstanding researcher in the patient and population sciences, from statistics to biostatistics, from epidemiology to health services research. He has published in the top journals in all of these fields, mentored and published with numerous doctoral students, and served on National Institutes of Health (NIH) study sections and National Science Foundation (NSF) proposal review committees. He has served on editorial boards and as associate editor in top journals in biostatistics. He has published 46 articles, 27 since beginning his career in academic administration in 1996. He has been principal investigator on continuous grants from NIH from 1990 to 2000, and co-investigator on numerous research grants from NIH, Centers for Disease Control, and other granting agencies.

- **Dr. Furmanski** is a distinguished, nationally recognized cancer researcher and has consistently published in the top journals in his field, has mentored and continues to collaborate with numerous

graduate students and postdoctoral fellows, served on NIH study sections to review research grants and advisory boards to the National Cancer Institute, and has been Associate Editor and on the editorial boards of major journals in his field. Prior to becoming department chair, he published 61 articles and 25 book chapters or reviews. Since beginning his administrative career, Dr. Furmanski has continued to publish: 33 articles and 9 book chapters or reviews, often with one of the 22 postdoctoral fellows he has mentored. He has been principal investigator or co-investigator on numerous NIH research grants and training grants.

- **Dr. Mason** is a distinguished researcher and teacher, and is recognized nationally as a leader in higher education. Her academic area is developmental biology and cell biology. She has published 45 articles, 29 since beginning her career in academic administration in 1986. She obtained a number of research grants from the NSF, the NIH, and the Wesley Research Foundation. She served as principal investigator for several large statewide NSF grants and grants from the Lilly Endowment in Indiana. Provost Mason's leadership role in higher education began shortly after being appointed Dean at Kansas, when she was elected to the Board of Directors of the Council of Colleges of Arts and Sciences and became president of that council two years later. She has played a prominent advisory role to the NSF, including member of the Advisory Committee to the NSF Directorate for Education and Human Resources, member of the NSF Advisory Committee for Government Performance and Results Act Performance Assessment, and member or chair of numerous other NSF advisory committees. She has also played a major leadership role in the National Association of State Universities and Land-Grant Colleges as member and 2006 Chair of the Executive Board of the Chief Academic Officers Group. In 2006 she was appointed by President Bush to be a member of the President's Committee on the National Medal of Science.

Fundraising Experience

- **Dr. Bantz** has had major success as a fundraiser at IUPUI. As CEO, he is responsible for IUPUI's annual budget of \$1 billion, and in 2004 he completed a \$1.039 billion capital campaign. In 2005 and 2006, the campus received over \$100 million in gifts. This success is particularly notable for a relatively young university without a well-developed alumni base.
- **Dr. Becker** has had fundraising experience both as a dean and as provost. As dean, he was responsible for guiding and meeting a targeted \$50 million capital campaign. As provost, he is currently working with the academic deans and USC's development vice president in planning an upcoming campaign. He has also has traveled the country with the USC development team to meet prospective donors.
- **Dr. Furmanski** has had major fundraising responsibilities. He secured from the New Jersey state legislature, for a major two-university collaborative stem cells initiative, \$280 million in funding for facilities to be followed by an additional \$300-\$500 million. He spends a substantial portion of his time fundraising with individuals and foundations, and fundraising on a private level is part of his job. He has played a major role in the Rutgers capital campaign.
- **Dr. Mason** has had fundraising experience both as a dean and as provost. As dean, she spent about half of her time fundraising. As provost, she collaborated in developing the infrastructure for a recently completed \$1.5 billion capital campaign. She was instrumental in obtaining \$50 million from Lilly for Discovery Park.

Responses of the Campus Community

All of the candidates, during their visits to The University of Iowa, had an intensive set of meetings with a variety of campus groups, including faculty, staff, and student leaders, collegiate deans, vice presidents, associate vice presidents and associate provosts, the president's office staff, athletics administration, Iowa Foundation and Alumni Association administration, and leaders of campus diversity groups. The committee set up websites so that these groups and members of the university community who attended the public forums (or watched them on UITV or by streaming video) could offer their views of the various candidates. Forums were heavily attended, and audiences were engaged. We received around a hundred individual responses for each candidate from a broad range of faculty, staff, students, and administrators. Many wrote extensive comments detailing their evaluations of the candidates. While responses for all four candidates were largely positive, two of the candidates—Dr. Furmanski and Dr. Mason—were rated by responders as higher than the other two.

Dr. Bantz impressed groups with his broad administrative experience, which includes oversight of a health sciences complex. However, it was also noted that his primary leadership roles have been at institutions that differ from the University of Iowa in significant ways, including institutional complexity and the scope of its athletics program. He did not articulate a strong vision of how he would advance the academic mission of a major public research university. His significant success in community engagement and fundraising impressed many people, and his public presentation was viewed as very strong. He also related well to many groups in informal settings, and was viewed as personable and a good listener. He was perceived as an effective fundraiser and strong external representative of the university in many settings.

Dr. Becker impressed campus groups with his academic credentials, his intellect, and the substance of his responses to questions in small group sessions. He seemed to have knowledge of the University of Iowa and of the state, and he expressed a commitment to advance the university academically. In discussions of his past administrative experiences, he projected a commitment to improving diversity and exhibited a direct, decisive, and intense leadership style. Some groups felt he was less effective than other candidates in communicating his ideas when speaking to a large audience. Other groups believed he demonstrated the skills and demeanor to be successful in fundraising and outreach.

Dr. Furmanski's academic credentials and intellect were widely recognized as impressive. His strong biomedical research background and extensive administrative experience at similar institutions make him a particularly good fit for this university. He was described as articulate, confident, engaging and smart, with an easygoing and approachable personal style that would connect well with people in Iowa. His fundraising and external relations experiences at Rutgers (including with corporations and the state legislature) impressed groups with experience in these areas as establishing a solid foundation for carrying out the external duties of a president. Rutgers has a major athletic program and he displayed a solid understanding of the major challenges of college athletics. His record in promoting diversity was also regarded as strong. While Dr. Furmanski projected a clear vision for higher education, he has yet to articulate a specific vision for the University of Iowa.

Dr. Mason's strong administrative background and leadership role during a period of major change at Purdue impressed many groups on campus as establishing a solid foundation for her to be a successful president of the University of Iowa. Her passionate commitment to promoting diversity was evident

from her discussions of her accomplishments at Purdue. She is a nationally recognized leader in higher education, and she demonstrated an in-depth understanding of the culture and challenges facing a comprehensive research university with undergraduate, graduate, and professional programs. She did not, however, display specific knowledge of the particular challenges facing a major health sciences campus, and some voiced concern about her ability to connect with external constituencies. Dr. Mason was widely viewed as articulate, engaging, genuine, and direct, and many found her public presentation to be effective and inspiring.

External References

- **Dr. Bantz**'s references say that he began as Chancellor at a time of transition for IUPUI, and brought an attractive and compelling vision to make IUPUI one of the great urban universities in the world by doubling teaching and research. References noted that his dual commitment to IUPUI, where he is Chancellor, and Indiana University, Bloomington, where he is a vice president, made it difficult for him to be maximally effective at IUPUI. He is a good communicator with people on and off campus, and a good representative of the university. He is willing to be inclusive of various groups in generating solutions to difficult problems, though faculty and staff had different views of his accessibility. IUPUI references also had differing views of his decisiveness in difficult cases, whereas Wayne State references say he handled tough challenges well.
- **Dr. Becker** is described by many external references as a leader. Various contacts described him as having and implementing good ideas as well as a vision in which the university has a high degree of responsibility to the state. He is viewed by nearly everyone as having been successful in making significant improvements at USC, and as enhancing its academic reputation, especially in the sciences. However, there is a difference of opinion regarding his support for the arts and humanities. There also was range of views regarding his management style, accessibility, and openness to input, although it was generally agreed that he has the ability to build key relationships with campus leaders and consults with them before making major decisions.
- **Dr. Furmanski** enjoys widespread respect and admiration at Rutgers, and virtually all reports were glowing. Repeated points included that he is ethical and forthright, thoughtful, a good listener, very smart, a strong and consultative administrator who is willing to make tough decisions, and a congenial individual. He has been very supportive of the humanities, and he has championed change that will make a real difference in undergraduate education. There was praise for his leadership in hiring women, especially in the sciences. Student leaders had a uniformly enthusiastic response to him, admiring his "open-door" policy. References expressed dismay at the possibility of his leaving Rutgers.
- **Dr. Mason** has had great success implementing diversity programs at Purdue, and she consistently receives praise for this work. References also were consistent in viewing Mason as a firm, effective administrator, though a few references had not accommodated to her leadership style. She develops productive relationships with people and commands their respect. She is described as a great listener who invites people to present "provocative, challenging views" before she makes a decision. She is seen as a consensus builder who is willing to change her mind, and she has brought many good ideas of her own and others to fruition. She stands her ground on important issues. There is some concern regarding her handling of a research misconduct controversy at Purdue. She is reported to work well with external constituents, and has honed this skill by working with her current president.

Summary Evaluation

- **Charles Bantz** has solid administrative experience as Chancellor and Vice President at a complex institution where he oversees a medical school, a large urban campus, and a system-wide network of campuses affiliated with Indiana University. He is a polished public speaker and an experienced fundraiser. As chancellor at IUPUI, he has had presidential-type experience, but reports to the president of Indiana University. He was a successful provost at Wayne State University, where he oversaw health sciences colleges, including a college of medicine. He clearly has the skills to be an effective external leader for the university but may require strong internal leaders to provide vision and direction for academic programs.

- **Mark Becker** is a vigorous, ambitious, and bright academic leader, and a strategic thinker, who has accomplished a great deal in a relatively short administrative career. Although he was a dean for only three years and a provost for only three more, he managed to effect substantial positive change at both the University of Minnesota School of Public Health and at the University of South Carolina. He is an administrator who thrives on challenging whatever institution he oversees, and he has a strong commitment to the globalization of education. He has an excellent academic reputation in his field of biostatistics. His effectiveness as a communicator varied in different venues.

- **Philip Furmanski** has the experience, knowledge, and academic stature to be an outstanding intellectual and administrative leader of The University of Iowa. There is every indication—from his presentation at the public forum to his interactions with individual groups to the comments of his colleagues and students at Rutgers—that he would be a very effective president of the university. He is widely perceived as a firm and highly effective administrator, who has implemented important and difficult changes at Rutgers, including major and innovative changes in undergraduate education. He inspired many people on the Iowa campus with his clear and articulate sense of how undergraduate education remains at the heart of a comprehensive research university, and how teaching remains as crucial as (and is in fact crucial to) research, economic development, and outreach. He has outstanding leadership qualities, rich and relevant administrative experience, a healthy sense of entrepreneurship, and a good vision of how a public university can and should relate to its state. He demonstrates an excellent knowledge of academic medicine and the health sciences. He was effective in suggesting how he has worked to discover and nurture the most productive interactions between Rutgers University's strengths and New Jersey's needs, and he indicated that he would look forward to developing the same fertile university-state interaction at Iowa.

- **Sally Mason** has extensive experience as Dean of a College of Arts and Sciences and as Provost of a Big 10 university. She is an effective administrator who has overseen major changes at Purdue, implementing both the vision of the current president and trustees, and also pursuing her own initiatives, especially on diversity. Because Purdue has no health science campus, College of Medicine, or teaching hospital, she lacks significant experience with the health sciences. There is substantial evidence of her creativity and vision at Purdue. She is an excellent communicator, listener, and builder of administrative teams. She is passionate about the importance of higher education as the foundation for a changing world and inspires those who work with her. She understands the importance of a public university to the people of the state and has developed strong programs for engaging Purdue faculty in the life of Indiana citizens. She has developed a reputation as a national educational leader, especially in the areas of diversity and women in the sciences.

Respectfully submitted,

David Johnsen, Chair
Dean, College of Dentistry

Jonathan Carlson
Professor, College of Law

Elizabeth Chrischilles
Professor of Epidemiology
College of Public Health

Lee Anna Clark
Professor of Psychology
College of Liberal Arts and Sciences

Sarah England
Associate Professor of Molecular Physiology and Biophysics
Carver College of Medicine

Ed Folsom
Professor of English
College of Liberal Arts and Sciences

Leonard Hadley
Retired Chairman and CEO, Maytag Corporation

Linda Maxson
Dean, College of Liberal Arts and Sciences

Gene Parkin
Professor of Civil and Environmental Engineering
College of Engineering

Cheryl Reardon
Assistant to the VP for Research

Paul Rothman
Professor and Head, Department of Internal Medicine
Carver College of Medicine

Jarjisu Sa-Aadu
Professor of Finance
Tippie College of Business

Sarah Vigmostad
Graduate Student in Biomedical Engineering
College of Engineering