

**MEMORANDUM**

**To:** Board of Regents  
**From:** Board Office  
**Subject:** Criteria for Iowa School for the Deaf Superintendent Search  
**Date:** September 9, 2002

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**Recommended Actions:**

Approve the proposed criteria for the Iowa School for the Deaf Superintendent search as proposed by the ISD Superintendent Search and Screen Advisory Committee.

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**Executive Summary:**

In June the Board approved procedures for the selection of a superintendent at the Iowa School for the Deaf that include the appointment of a Search and Screen Advisory Committee and a list of duties for the Search Committee. Among the duties of the Search Committee was to recommend criteria to be used for the selection of a superintendent at ISD.

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The Committee is now recommending a set of criteria to be used for this search. The criteria is organized in a format similar to that used in other recent institutional head searches. That format includes three categories: *General Attributes*, *Specific Attributes*, and *Personal Qualifications*. As explained in the "Preface," it is anticipated that the candidates possess in "high measure all of the *General Attributes*," have "outstanding ability in most of the *Specific Attributes*" and "exhibit the *Personal Qualifications* that are regarded as indispensable."

General  
Attributes

The *General Attributes* include:

- An appreciation of the unique potentials and responsibilities of a school for the deaf, which strives for excellence in a dynamic program of teaching and service to the deaf community.
- The capability of understanding the educational, technological, social and economic needs of deaf students and organizations and institutions served by the Iowa School for the Deaf and the ability to initiate imaginative and productive cooperative actions to help meet those needs.

- Strong and imaginative leadership qualities including the ability to anticipate the needs of the Iowa School for the Deaf in a changing society, to periodically evaluate its programs, and to make decisions consistent with evaluation results and strategic goals.
  - The ability to listen, to act and to stand behind decisions.
  - A commitment to working in cooperation with other Regent institutions and the Board Office.
  - An appreciation and understanding of the importance of working in a participative mode of governance within the School.
  - An appreciation of the need to maintain positive working relations with the community and other educational and Deaf constituencies in Iowa, including the Department of Education and the intermediate education groups.
  - Ability to identify and secure additional funding for the institution.
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Specific  
Attributes

The *Specific Attributes* include:

- Effective communication skills.
  - A demonstrated sensitivity to the needs and concerns of minorities, women and individuals with disabilities.
  - The ability to attract and select able personnel and to delegate authority effectively and wisely.
  - The ability to understand how the political policies and processes at the local, state and national level affect the Iowa School for the Deaf.
  - A commitment to establish a working environment for the faculty and staff that is conducive to optimizing their individual potentials while helping the School achieve its goals.
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Personal  
Qualifications

The *Personal Qualifications* include:

- Sufficient experience and demonstrated administrative and budgetary ability to warrant appointment as Superintendent.
  - A strong academic preparation in deaf education and a proven commitment to academic excellence and integrity focused on opportunities for students.
  - Unquestionable personal integrity.
  - An ability to approach controversy constructively and a commitment to fair process in its resolution.
  - An advanced professional degree, or the equivalent.
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Search Committee Dr. Richard Hurtig, Professor of Speech Pathology and Audiology, and Director of the University of Iowa Speech and Hearing Clinic who is Chair of the ISD Search and Screen Advisory Committee, will be present at the Board meeting to present the criteria to the Board and to respond to questions concerning the criteria.

**Exhibit A** is a list of the ISD Search and Screen Advisory Committee members.

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Robert J. Barak

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Approved:   
Gregory S. Nichols

**IOWA SCHOOL FOR THE DEAF**  
**Superintendent Search and Screen Advisory Committee**

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