Executive and Audit Committee Special Meeting
University Board Conference Room 515
Academic & Student Recreation Center
1800 SW 6th Ave, Portland, Oregon 97201
Tuesday, 8/2/2016
10:00 - 11:00 AM PT

1. Resolution Regarding Presidential Search Process  Presented By: Chair Pete Nickerson
The Committee will discuss the presidential search process and make recommendations to the full Board. A draft resolution for that purpose is attached.

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President Wiewel recently provided notice to the Board of Trustees that the 2016-17 academic year will be his last year as President and that he will retire from the presidency before the start of the 2017-18 academic year, remaining a member of the faculty.

Appointment of the President is one of the most important roles of the Board. Oregon law, ORS 352.096, vests the Board with authority and responsibility to appoint and employ the President of the University. Article VII, Section 2 of this Board’s bylaws states:

“The Board, in consultation with the Governor or the Governor’s designee, shall appoint and employ the President. Except in the case of an interim or acting president, any committee appointed by the Board to oversee the hiring of the President shall include representatives of the University community and at least one other president of a public university based in Oregon, as determined by the Board.”

Before commencing a presidential search process, it is important for a board to determine the essential aspects of the search. In particular, the following details should be determined and communicated to the campus: (1) establishment of a search committee; (2) the respective roles and authority of the Board Chair, search committee, full Board, and staff; (4) authorization for the retention of a search firm; (5) general outline of the anticipated process and timeline; and (6) expectations regarding campus input.

The attached draft resolution was prepared to address these points and to enable the Board Chair to move forward with organizing the search committee and process, with a goal of completing the search process during the 2016-17 academic year. The draft was prepared with guidance from AGB publications and is based on the old State Board of Higher Education’s policy regarding presidential searches, which is attached for reference purposes.
REQUESTED COMMITTEE ACTION: Review and discuss the draft resolution and forward a recommended resolution to the full Board.

ATTACHED DOCUMENTS: Draft Resolution Regarding Presidential Appointment Process

State Board of Higher Education policy regarding executive searches, appointments and management, October 8, 2010. (The relevant portion of the old OUS policy is Section (E).)

BACKGROUND READING: None.
RESOLUTION REGARDING PRESIDENTIAL SEARCH PROCESS

Recommended by the Executive and Audit Committee
August __, 2016

Approved by the Board
August __, 2016

BACKGROUND

A. Wim Wiewel has served as President of Portland State University since 2008. He recently provided notice to the Board of Trustees that the 2016-17 academic year will be his last year as President and that he will retire from the presidency before the start of the 2017-18 academic year, remaining a member of the faculty.

B. Oregon law, ORS 352.096, vests the Board with authority and responsibility to appoint and employ the President of the University. Appointment of the President is one of the most important roles of the Board. The next President of the University will build on the accomplishments of the previous nine years, lead the University through implementation of our new strategic plan, and take PSU into an exciting new phase of education, research, innovation, service and community partnerships.

C. The Board wishes to conduct a search process during the 2016-17 academic year and to have the next President of Portland State University selected and able to assume the role of President no later than the beginning of the 2017-18 academic year.

D. The Board is committed to a search that is transparent, consistent with the long tradition of shared governance at American colleges and universities, informed by broad input from a full cross-section of the University community, and that attracts the highest caliber of candidates to this critical role. The Board is also committed to outreach and other efforts to ensure a strong, diverse and inclusive pool of candidates.

RESOLUTION

Now, therefore, be it Resolved by the Board of Trustees, that:

1. The Board retains ultimate authority to select and appoint the President of the University.

2. The Board delegates to the Board Chair responsibility and authority to manage and oversee the search process.

3. The Board establishes a Presidential Search Committee (the Search Committee) to advise the Board Chair. The Board Chair, in consultation with members of the Executive and Audit Committee, will appoint the members of the Search Committee and will appoint a chair and vice-chair of the Search Committee from among its members. The chair and vice-chair of the Search Committee will be trustees.

4. The Search Committee is to include between 15 and 20 members. At a minimum, the Search Committee should include:
a. four trustees;
b. a vice president;
c. a dean;
d. a representative of the Faculty Senate;
e. two additional faculty members;
f. a representative of the AAUP;
g. a representative of the SEIU;
h. a representative of the PSUFA;
i. an undergraduate student;
j. a graduate student;
k. a member of the PSU Foundation Board;
l. a member of the PSU Alumni Board; and
m. a president of another Oregon public university.

The Board Chair may appoint such additional members, from within the University or from the community, as the Board Chair determines appropriate.

5. The Board Chair, in consultation with the Search Committee Chair, may retain a search firm or consultant to assist with identifying, recruiting and evaluating potential candidates for President.

6. Although the Search Committee does not select or appoint the President, the Search Committee will be charged by the Board Chair with organizing and executing all aspects of the search. The Search Committee may perform such tasks as the Search Committee Chair or Board Chair determine to be appropriate and advisable. For instance, such tasks will likely include:

a. Establishing and publishing a timeline for the search process, including a schedule for public forums.
b. Planning and hosting opportunities for the campus community and public to provide input on the search.
c. Developing a position profile and related documents for the position of President.
d. Managing the publication of the position opening and the search, with the assistance of any search firm or consultant that is retained.
e. Pre-screening applicants and narrowing the pool to a first round of selected interviewees.
f. Interviewing selected candidates.
g. Providing the Board Chair with a report containing final candidate recommendations.

7. The following items are targeted for completion by October 15, 2016:

a. Appointment of Search Committee members, chair and vice-chair.
b. Selection of a search firm or consultant.
c. Development of a webpage dedicated to information regarding the presidential search.
d. Establishment of a timeline for the search process, include a schedule for public forums.

8. The Board recognizes that the campus community—faculty, staff, students and community partners—are invested in the future and success of the University and deeply interested in the
selection of a new President. Members of the campus community have invaluable insight to help inform a good selection. The composition of the Search Committee, its mandate, the processes and procedures it is to use, the position profile and the desired characteristics of an ideal candidate are all matters that should be carefully and thoroughly communicated to the campus.

9. At an appropriate time during the search process, the identity of finalist(s) should be made public and a public forum held in order to provide an opportunity for members of the campus community to provide insights and feedback to the Search Committee and/or Board.

10. The Search Committee is to recommend qualified and vetted preliminary finalists to the Board Chair. The recommendations should be accompanied by a detailed report of the strengths and weaknesses of each preliminary finalist, especially in terms of the desired qualifications for the position. The Board Chair is to interview the preliminary finalists, may narrow the field of candidates in consultation with the Search Committee, may rank the candidates, and is to forward final candidates to the full Board. The Board may interview finalists forwarded by the Board Chair in executive session. The Board's final decision must be made in a public meeting and the Board's decisions and deliberations leading to that decision are to be made in accordance with Oregon's public meetings law.

11. Because the Board wishes to attract the best-qualified candidates possible, a certain degree of caution and candor is necessary. High-caliber candidates often need to be recruited and cultivated in confidence. The premature disclosure of candidate information can have a chilling effect on the willingness of such candidates to be considered and can damage reputations at candidates’ current institutions. Therefore, consistent with past practice under the State Board of Higher Education and at other Oregon public universities, the work of the Search Committee and the identity of candidates is to be kept confidential until it is determined that the identity of finalist(s) should be made public. Members of the Search Committee will be required to pledge and maintain adherence to this confidentiality requirement in order to participate.

12. The Secretary to the Board is responsible for overseeing and coordinating adequate staff support to assist the Search Committee and to facilitate the search process and for the establishment of a webpage dedicated to information regarding the search.

13. The only individuals authorized to speak publicly about the presidential search are the Board Chair and Search Committee Chair. The Board Chair and Search Committee Chair may authorize additional committee members or staff to speak on specific topics or specific occasions. Inquiries should be sent to the Secretary to the Board, who is to work with the Board Chair and Search Committee Chair on an appropriate response.

APPROVED BY THE BOARD OF TRUSTEES
AUGUST __, 2016

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Secretary to the Board
EXECUTIVE SEARCHES, APPOINTMENTS, AND MANAGEMENT

(Promulgated October 8, 2010, by majority vote of the Board; Amended July 9, 2014).

Complete document history below.

POLICY/PURPOSE

To ensure effective executive leadership of the Oregon University System (“OUS”), including the Office of the Chancellor and the seven OUS institutions, the Board will deploy the following standards for the search, appointment, reappointment, and evaluation of the executive and governing officers of the System, including the Chancellor and the presidents of each of the OUS institutions.

AUTHORITY/CROSS-REFERENCES

- Oregon Revised Statutes Chapter 351
- Oregon Revised Statutes Chapter 352
- Oregon Administrative Rules, Division 20
- Oregon Administrative Rules, Division 21
- Board Policy on Policies & Internal Management Directives
- Board Policy on Executive Leadership and Management

PROCEDURES/GUIDELINES/PROCEDURES

(A) Selection and Appointment of the Chancellor

(1) The Board retains the sole responsibility for the selection and appointment of the Chancellor and authorizes the Board president to conduct the search on its behalf.

(2) When it becomes necessary to hire a Chancellor, the Board president will initiate a search. The search will be conducted in a manner consistent with guidelines recommended by the Governance and Policy Committee and approved by the Board. The search guidelines will be designed to ensure appropriate public notice and will address affirmative action considerations.

(3) A single search committee will be responsible for assisting the Board president by identifying, recruiting, and evaluating possible candidates for Chancellor. The Board, in addition to a search committee, may contract for the services of a consulting or executive search firm in order to assist it recruiting candidates and organizing and executing the search process.

   (a) The Board president will appoint members of the search committee. At least one member of the search committee will be a current member of the State Board of Higher Education. The Board president will appoint a search committee chair, who will be a current member of the State Board of Higher Education.

   (b) The Board president will appoint a senior employee of the Office of the Chancellor to serve as coordinator of the search. The coordinator will serve as a non-voting ex-officio member of the committee.

(4) The search committee will recommend finalists to the Board president. The Board president may meet with the search committee to discuss the strengths and weaknesses of the finalists. The search committee will not rank the finalists.
(5) Consistent with the guidelines approved by the Board at Section (A)(2), the Board president will interview the finalists. The Board president, after consultation with the search committee and members of the Governance and Policy Committee, is authorized to narrow the field of finalists that will be forwarded to the Board.

(6) Consistent with the guidelines approved by the Board at Section (A)(2), the Board will interview the finalist or finalists in executive session. Following the interviews, the Board president will negotiate terms and conditions of employment with the Board’s first preference for Chancellor. If the negotiation is unsuccessful, the Board president will seek further advice from members of the Board before negotiating with other finalists.

(7) Upon the successful negotiation of the terms and conditions of employment, the Board will vote on the new Chancellor’s appointment at a public meeting of the Board.

(B) Selection of an Interim or Acting Chancellor

(1) When the position of Chancellor becomes vacant prior to the appointment of a regular successor, the Board president will, after consultation with the members of the Governance and Policy Committee and other constituents as necessary, recommend a candidate for interim Chancellor.

(2) The Board president or designee will interview the recommended candidate for interim Chancellor. The Governance and Policy Committee or the Board, in its discretion, may meet in executive session to discuss the strengths and weaknesses of the recommended candidate.

(3) At its next regular meeting or at a special meeting, the Board will vote on the interim Chancellor’s appointment. The interim Chancellor will serve until the Board has appointed a regular Chancellor or until the interim Chancellor has been relieved of the duties and responsibilities of Chancellor. Throughout his/her term, the interim Chancellor will serve at the pleasure of the Board.

(4) When an incumbent Chancellor is temporarily unable to discharge his/her duties, leaves for a period that, in the judgment of the Board chair, warrants a temporary replacement, or in any other circumstance determined advisable by the Chancellor or the Board, the Board chair, after consultation with members of the Governance and Policy Committee and other constituents as necessary, will recommend a candidate for acting Chancellor.

(5) The Board president or designee will interview the recommended candidate for acting Chancellor. The Governance and Policy Committee or the Board, in its discretion, may meet in executive session to discuss the strengths and weaknesses of the recommended candidate.

(6) At its next regular meeting or at a special meeting, the Board will vote on the acting Chancellor’s appointment. The acting Chancellor will serve until the incumbent is able to resume his/her duties or until the acting Chancellor has been relieved of the duties and responsibilities of Chancellor. Throughout his/her term, the acting Chancellor will serve at the pleasure of the Board.

(C) Selection of an Interim Chancellor as Regular Chancellor

(1) When the Board must decide whether to search for a Chancellor or move an interim or acting Chancellor to regular status, the process at Section (B) will be used.

(D) Evaluation of the Chancellor
(1) The Chancellor will be evaluated for performance by the Board pursuant to the process, standards, and criteria established by the Board’s Governance and Policy Committee. The Chancellor and Board president will be consulted as the Board’s Governance and Policy Committee establish the evaluative process, standards, and criteria.

(E) Selection and Appointment of an Institution President

(1) The Board retains the sole responsibility for the selection and appointment of institution presidents and delegates authority to the Chancellor to conduct the search on its behalf. The direct costs of the presidential search will be borne by the institution.

(2) When it become necessary to hire an institution president, the Chancellor, after consultation with Board leadership, will initiate a search process. The search will be conducted in a manner consistent with guidelines established by the Chancellor and approved by the Board. The search guidelines will be designed to ensure appropriate public notice and will address affirmative action considerations.

(3) A single search committee will be responsible for assisting the Chancellor and the Board by identifying, recruiting, and evaluating possible candidates for the position of institution president. The Board, in addition to a search committee, may contract for the services of a consulting or executive search firm in order to assist it recruiting candidates and organizing and executing the search process.

   (a) The Chancellor will appoint the members of the search committee after consultation with Board leadership. The search committee will include at least one current Board member. A current Board member will serve as chair of the search committee.

   (b) The Chancellor will appoint a senior employee of the Office of the Chancellor to serve as coordinator of the search. The coordinator will serve as a non-voting ex-officio member of the committee.

   (c) The Chancellor will appoint a campus-based search coordinator after consultation with the senior employee of the Office of the Chancellor assigned to the committee, the search committee chair, and institutional leadership.

(4) The search committee will recommend finalists to the Chancellor. The recommendations should be accompanied by a detailed report of the strengths and weaknesses of each candidate, especially in terms of the desired qualifications for the position. The report may include summaries of the evaluations from individuals and groups who provided information to the search committee. The recommendations from the search committee will be unranked.

(5) The Chancellor will interview the committee’s finalists. The Chancellor is authorized to narrow the field of candidates, but only after consultation with the search committee. The Chancellor is authorized to rank the candidates.

(6) The Board will interview the finalists forwarded by the Chancellor in executive session.

(7) Consistent with the guidelines approved by the Board at Section (F)(2), the Board will interview the finalist or finalists in executive session. Following the interviews, the Chancellor will negotiate terms and conditions of employment with the Board’s first preference for institution president. If the negotiation is unsuccessful, the Chancellor will seek further advice from members of the Board before negotiating with other finalists.
(8) Upon the successful negotiation of the terms and conditions of employment, the Board will vote on the new institution president’s appointment at a public meeting of the Board.

(F) Selection of an Interim or Acting Institution President

(1) When the office of institution president become vacant prior to the appointment of a regular successor, the Chancellor will, after consultation with Board leadership, campus leadership, and other constituencies as necessary, recommend the name of a candidate for interim president.

(a) The Board president or designee will interview the recommended candidate for interim president. The Board, in its discretion, may meet in executive session to discuss the recommended candidate’s strengths and weaknesses.

(b) At its next regular meeting or at a special meeting, the Board may appoint the candidate as interim president. The interim president will serve until the Board has appointed a regular institution president or until the interim president has been relieved of the presidential duties and responsibilities. Throughout his/her term, the interim president will serve at the pleasure of the Board.

(2) When an incumbent institution president is temporarily unable to discharge his/her duties, takes a leave for a period that, in the judgment of the Chancellor and the Board, warrants a temporary replacement, or in any other circumstance determined advisable by the Chancellor or the Board, the Chancellor, after consultation with Board leadership, campus leadership, and other constituencies as necessary, recommend a candidate for acting president.

(a) The Board president or designee will interview the recommended candidate for acting president. The Board, in its discretion, may meet in executive session to discuss the recommended candidate’s strengths and weaknesses.

(b) At its next regular meeting or at a special meeting, the Board may appoint the candidate as acting president. The acting president will serve until the Board determines that the incumbent is able to resume his/her official duties or until the acting president has been relieved of the presidential duties and responsibilities. Throughout his/her term, the acting president will serve at the pleasure of the Board.

(G) Selection of an Interim Institution President as President

(1) When the Board must decide whether to search for an institution president or move an interim or acting president to regular status, the process at Section (G) will be used.

(H) Evaluation of an Institution President

(1) The institution president will be evaluated for performance by the Chancellor and the Board pursuant to the process, standards, and criteria established by the Board’s Governance and Policy Committee. The institution president, Chancellor, and Board president will be consulted as the Board’s Governance and Policy Committee establish the evaluative process, standards, and criteria.

DOCUMENT HISTORY

- Promulgated October 8, 2010, by majority vote of the Board
- Amended July 9, 2014.
• Former Policy for Presidential Search Process:
  o Adopted by the Oregon State Board of Higher Education, Meeting #535, March 21, 1986, pp. 122-130
  o Amended Meeting #560, February 17, 1988, pp. 64-70;
  o Amended Meeting #570, October 21, 1988, pp. 564-570;
  o Amended Meeting #581, October 20, 1989, pp. 457-463;
  o Amended Meeting #623, October 22, 1993, pp. 500-508;
  o Amended Meeting #627, April 22, 1994, pp. 130-136;
  o Amended Special Meeting, January 29, 1997, pp. 41-50;
  o Amended Meeting #667, October 17, 1997, pp. 462-472;
  o Amended, Meeting #667, pp. 462-472;
  o Repealed, Meeting #843, October 8, 2010.

• IMDs 1.102 through 1.155, repealed Meeting #843, October 8, 2010