

Feuchtenberger, Karen

From: Frazier, Kenneth C. <ken_frazier@merck.com>
Sent: Tuesday, November 22, 2011 12:05 PM
To: Tomalis, Ronald
Subject: Fw: Process and Timeline for Announcing Candidates for Officers
Attachments: 20111122114152292.pdf

Importance: High

Can you get me the Governor's contact info? I need to let him know how I am thinking about (not) running for higher office. Thanks, Ron.

Sent from Blackberry

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

From: Ammerman, Paula <PRA4@psu.edu>
Sent: Tue Nov 22 11:55:40 2011
Subject: Process and Timeline for Announcing Candidates for Officers

TO: Members of the Board of Trustees

Attached please find a communication from Jim Broadhurst, Chair of the Governance Advisory Group, advising of the process and timeline for the announcing of candidates for Officers of the Board of Trustees. As you know, officers will be elected at the January 20, 2012 meeting.

In the event you are unable to open or access the attached, please advise and a print copy will be provided.

Thank you.
 Paula

Paula R. Ammerman
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Board of Trustees

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The Pennsylvania State University
205 Old Main
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DATE: November 21, 2011

FROM: James S. Broadhurst
Chair, Governance Advisory Group

TO: Members of the Board of Trustees

RE: **Process and Timeline for Announcing Candidates for Officers of the Board of Trustees**

In early October, all trustees should have received a communication from me advising of the activities of the Governance Advisory Group. Part of the Group's accomplishments was to develop a **Process and Timeline for Announcing Candidates for Officers of the Board of Trustees** as well as a list of **Desirable Attributes of Board Chair**.

As I shared with you at the November seminar, we have developed a timetable for the elections process that will occur in January 2012--the dates provided are confirmed in the attached **Process and Timeline for Announcing Candidates for Officers of the Board of Trustees Modified for January 2012**. I've also attached the list of **Desirable Attributes of Board Chair**.

It is important to reiterate that the group has not and will not be involved in identification of candidates for leadership positions--this is a responsibility that is for the full Board to consider. Rather, our approach was to develop a process and timeline to announce intent or interest in serving in a Board leadership position as well as criteria/expectations for Board officers. We believe that the timeline proposed will provide for a more open process and will provide opportunities for all candidates to share their views in the governance of the University.

All candidates for the position of chair and vice chair should make their interest known to me by November 30; candidates are invited to submit a 250 word biographical sketch and a 250 word position statement [these statements are in line with the process followed by the alumni elections and the agricultural elections] to me by December 12; materials will be distributed to the trustees by December 15; an executive session will be held for candidates and voting membership on January 19; and the elections will be held on January 20.

Thank you.

Attachments



**Process and Timeline for Announcing Candidates
for Officers of the Board of Trustees
January 2012 Elections**

Date/Meeting	Action
November Seminar	Announcement by Chair of the Governance Advisory Group that the election process will be underway for officers of the Board of Trustees; review process, timeline, criteria and expectations
by November 30	Interested candidates are encouraged to contact the Chair of the Governance Advisory Group to obtain information on: - process - criteria and expectations (attached) - time commitment required
by December 12	Candidates should provide a biographical sketch and position statement (maximum of 250 words for each) for circulation to the voting membership.
December 15	Biographical materials are shared with the voting membership for review.
January 19 Seminar	Executive session for candidates and voting membership. (Forum to ask questions, etc.)
January 20 Meeting	Board Elections Occur; Successful Candidates assume office immediately for one year and/or until their successor is elected.



Desirable Attributes of Board Chair

The Board chair is elected annually and shall typically serve for up to three years. Election shall take place at the designated annual meeting of the Board (January). The Board chair must be a voting member of the Board of Trustees. The Board chair should exemplify the objectives outlined in the Responsibilities and Expectations of Membership sections of the *Standing Orders* of The Pennsylvania State University. The Board chair must have an ability to create and foster an open environment that develops the Board, the President, and The Pennsylvania State University. It is in that context that we describe the following characteristics of the Board leadership.

Leadership

Relationship with President of the University

- Ability to work with the President to articulate a vision and mission, and develop agendas
- Ability to work with the President and the Board to focus attention and lead the discussions on strategic policy initiatives and refrain from micro-managing
- Ability to counsel the President in a way that helps promote the President's success
- Ability to lead the appraisal of the President's performance

Relationship with Board

- Fosters sense of importance of the Board as a whole
 - challenges, motivates, and inspires Board members to become a cohesive, energetic, and effective group
 - guides Board to function as a team and in partnership with the President
- Creates collegial atmosphere in which self-discipline and responsibility prevail
 - maintains open channels of communication
 - fosters acceptance of diversity within membership
 - creates and maintains a spirit of unity in a diverse group
- Skilled judge of individuals and how to tap their talents (i.e., assess potential of members and make assignments that will develop their leadership skills)
- Ability to develop, implement, and follow a workplan to ensure Board accomplishes its business
- Leads Board in accordance with its own rules
- Presiding skills
 - ability to direct Board discussions (foster healthy and productive debate)
 - ability to conduct efficient, timely, and orderly deliberations
 - ability to manage group process
 - ability to conduct fair and open deliberations
- Ability to address individual behaviors detrimental to the Board's progress or function

Outreach

Good spokesperson who

- Effectively interprets to general public the values, aspirations, and needs of the institution
- Articulates a vision that connects the interest of the institution with the broader public interest
- Advocates for the Board's deliberations and institutional actions; and
- Speaks appropriately on the Board's behalf.

Personal Attributes

- Willingness and ability to commit the time and energy required
- Knowledgeable about institution and educational issues
- Interpersonal, conflict resolution, and behavior modification skills
 - good listener
 - consensus builder
 - skilled negotiator
 - respectful of others
 - evokes cooperation of Board members and enjoys the support of the Board
 - able to maintain confidentiality
 - well respected by the University's constituencies
- Objective about issues that will come before the Board (willingness to hear all viewpoints)
- Foresight (able to predict likely consequences of proposed action/inaction)
- Decisiveness in difficult situations
- Sensitivity in handling delicate situations (e.g., advising misguided or inexperienced members)
- Creative problem-solver (can recognize problems, assess situations, and creatively strategize to remedy)