

# MICHIGAN TECHNOLOGICAL UNIVERSITY SENATE

## MEMO

**From: University Senate**

**To: Board of Trustees**

**Date: April 21, 2017**

**Re: University President Search Process**

Distinguished members of the Board of Trustees,

In the spirit of cooperation, the University Senate would like to assist the Board of Trustees in identifying and recruiting outstanding candidates for the position of university president. As you know, the senate plays a prominent role in representing faculty and staff at this great institution. What is less well-understood is our role in cross-connecting and coordinating with students and diverse committees, such as research, compensation issues, unifying election procedures for department chairs and deans, immigration issues and providing both a voice and a forum for the entire university community. The Senate is a body that stresses communication and collaboration.

As opposed to previous presidential transitions that involved elements of duress, this has every quality of being a natural, well-planned, 'peaceful' transition. In fact, transitions like this that have broad institutional support are more likely to be pre-requisites to significant advances in the mission of the institution. Please consider the Senate as a partner in the proceedings. The Senate encourages and welcomes a board member or search committee chair to address the Senate, updating faculty on approaches or progress. The senate hereby wishes to offer its services in the search for the new president.

For reference, Senate Procedure 804.1.1 highlights the formation of a search committee and the participation of the senate in the search. In summary, the policy states that a search committee which includes the senate president, four faculty senators and one professional staff senator be included. We realize and support issues, such as confidentiality, which may be required at points in the search process so as to not inhibit highly qualified people. The policy allows for input from the entire University CommUNITY, such as the position announcement, which will provide the new president with broader support and goodwill during this period of transition.

Public perception is especially critical, since it shapes the confidence that people such as alumni, parents, students, faculty, staff, state and federal government officials have towards Michigan Tech. With so many issues that impact a leading American university, it is especially essential to find a president who can balance the diverse socio-cultural issues that may occur at a public university. In this way, all stakeholders will have confidence that Michigan Tech is a great place in which to invest.

## **What Makes an Excellent University President?**

In an effort to find the next president of Michigan Technological University the following leadership qualities are demonstrated in a public university setting as follows, (<https://mic.com/articles/10387/9-qualities-that-every-college-president-must-have#.dmjCzsA2y>):

1. Leadership to lead in a direction even though some constituents may not be happy,
2. Academic credentials to gain the trust of the university community,
3. Familiarity with academic issues such as tenure, promotion, publishing, research, and teaching,
4. Community perspective or being in touch with the faculty, students, alumni, and state and federal governments,
5. Tolerant to all perspectives, even if they do not personally agree,
6. Government experience or the ability to maintain good relations with state and federal government officials to ensure government funding,
7. High moral conduct with no hint of improprieties,
8. Experience with leadership over children or young adults,
9. Familiarity with school traditions and values.

Therefore, the University Senate looks forward to working together with the Board of Trustees to find the best University President.

Sincerely,

Martin Thompson,  
President, University Senate

## APPENDIX

### The University Senate of Michigan Technological University

#### SEARCH PROCEDURES FOR UNIVERSITY PRESIDENT (<http://www.admin.mtu.edu/usenate/policies/p804-1-1.htm>)

#### (Proposal 17-01)

#### **Senate Procedures 804.1.1**

The search for a University President is conducted under the oversight and supervision of the Board of Trustees. The Board may modify the following procedure as necessary.

#### **1.0 Initiation**

1.1 The Board of Trustees will initiate the search for a President. The Board of Trustees may designate an individual(s) to act as Search Initiator in organizing the Search Committee.

#### **2.0 Formation of the Search Committee**

2.1 The Search Committee will consist of sixteen members:

<u>Constituency</u>	<u>Elector</u>	<u># Representatives</u>
Faculty	University Senate	4
Professional Staff	University Senate	1
Department Chairs	Department Chairs	1
Deans	Deans	1
Staff	Staff Council	2
Graduate Students	GSC	1
Undergraduate Students	USG	1
At-large	Board of Trustees	4
University Senate President	---	1
	<b>TOTAL</b>	<b>16</b>

2.2 Faculty Representatives: The President of the University Senate will serve on the Search Committee. The Search Initiator will ask the Senate to elect four other faculty representatives to the Search Committee. The representatives must be tenured or tenure-track faculty. One representative must be from the College of Engineering, one from the College of Sciences and Arts, and one from outside of the two colleges. One additional at-large representative will be elected. The Senate should endeavor to obtain a balance of race, gender, and academic rank in its election. Nominees, including self-nominees, should be solicited from the entire faculty with an open call for nominations. The election should be conducted so that each member of the Search Committee is elected by a majority vote of a quorum of the Senate.

2.3 Professional Staff Representative: The Search Initiator will ask the Senate to elect one representative to the Search Committee from the professional staff. Nominees, including self-nominees, should be solicited from the entire Senate constituency of professional staff with an open call for nominations. The election should be conducted so that the representative is elected by a majority vote of a quorum of the Senate.

2.4 Student Representatives: The Initiator will ask the Undergraduate Student Government and the Graduate Student Council each to elect one Committee representative and one alternate.

2.5 Staff Representative: The Initiator will ask the Staff Council to select two staff members to serve on the Search Committee.

2.6 Department Chair Representative: The Initiator will ask the department Chairs to select one of their number to serve on the Committee.

2.7 Dean Representative: The Initiator will ask the Deans of schools and colleges to select one of their number to serve on the Committee.

2.8 At-large Representatives: The Board of Trustees will select four individuals to serve on the Committee. The Search Initiator may be one of these individuals.

2.9 The Initiator will ask Human Resources to designate a representative to serve without vote.

2.10 A list of the names of Committee members will be posted electronically, and will be submitted for publication in *Tech Topics* and *The Lode*.

### **3.0 Meetings**

3.1 The first meeting of the Committee may be called as soon as at least a three-fourths majority of Committee members have been named.

3.2 The Initiator will call the first meeting of the Committee, and will deliver the charge to the Committee. The Initiator will relate the guidelines for the search process including staffing and the budget for advertising and interviewing.

3.3 The Initiator will supervise the election of a chair and associate chair by written ballot, in closed session, at the first meeting. During the first meeting the Committee and the Initiator will

specify the responsibilities of these individuals. It will be the responsibility of the chair regularly to inform the Board of the progress of the search.

3.4 The Initiator and the Committee will agree on a target date for selection of the candidate and on other time lines of the search.

3.5 The Affirmative Action Officer and the Human Resources representative or other designated persons will provide an orientation for the Search Committee at the outset of the search, and will be available thereafter for any needed consultation. The Committee should discuss the legal issues involved in record keeping and be informed of their legal responsibilities and liabilities. As of the writing of this procedure, notes must be kept for three years.

3.6 The representative from Human Resources will assist the Committee with its tasks of organizing paperwork, documenting activities, advertising the position, and following guidelines for the search and screening processes.

3.7 Searches will proceed under the principle of openness. Committee meetings will be open to members of the University community unless a closed meeting is necessary to maintain confidentiality.

3.8 The Search Committee should expedite the search process by forming working subcommittees for appropriate tasks.

#### **4.0 Goals**

4.1 In order to select appropriate candidates, the Search Committee must consider the University's published goals, mission, and vision.

#### **5.0 Position description and list of qualifications and attributes**

5.1 The Search Committee, with input from the Initiator, from Human Resources, from appropriate administrators, and from the Affirmative Action Office, will draft a position description (e.g., qualifications, duties, expected achievements, etc.) that is consonant with published goals.

5.2 Before soliciting candidates, and in consultation with the Initiator, the Committee will establish the essential qualifications and desired attributes (inter-personal skills, management style, etc.) of candidates, and will group (weight) the attributes by major and minor importance.

5.3 The draft position description and list of qualifications and attributes will be sent via email or otherwise to all faculty and staff, and will be posted electronically. Faculty, staff, and students will be invited to send comments to the Committee. The Committee will hold an open meeting of faculty, staff, and students to discuss the position description and the list of qualifications and attributes.

5.4 The Committee will consider the comments, and then write a final description and list of qualifications and attributes. The final version will be posted electronically and submitted for publication in *Tech Topics* and *The Lode*. It will also be sent to all applicants.

## **6.0 Mechanism for identifying candidates**

6.1 At the discretion of the Board of Trustees, the search may be conducted using the services of a search firm or consultants. The Search Committee will direct the efforts of the firm or consultants.

6.2 To ensure a diverse, well-qualified applicant pool that meets EEO requirements, the Committee should solicit applicants according to procedures established by the Affirmative Action Office and work with the Affirmative Action Officer.

6.3 In the case of an open search, the position will be advertised in appropriate professional journals and publications. Faculty and staff should be invited to nominate both internal and external candidates. Faculty should be encouraged to contact colleagues and to send them position advertisements.

6.4 The Committee will screen applicants according to its published criteria. If an applicant appears to be a strong contender for the position, the Committee will check applicant information (e.g., degrees, positions held) and solicit references. When reference letters are requested by the Committee, the referees will be informed that their letters will be available to the University community (see 8.2 below).

6.5 Within time and budgetary constraints, the Committee may schedule and hold screening interviews with a select pool of candidates (usually less than 10). The identity of those interviewed will be held in confidence.

6.6 As the search progresses, deviations from the budgetary guidelines must be approved by the Initiator.

6.7 From time to time, the Committee may publish electronically or otherwise publish a summary statistical profile of the pool of applicants, including total number, level of experience, academic background, gender and race (where identified by the applicant), and fields of academic specialization.

## **7.0 Semifinalist candidates**

7.1 The Committee, after reviewing vitae, reference letters, other relevant material, the results of any screening interviews, and the advice of the Affirmative Action Officer, will produce a short list of candidates. These candidates will be invited for on-campus interviews; they become semifinalists on acceptance of an interview.

7.2 For semifinalists the Committee will obtain independent assessments from referees not listed by these candidates. The Committee should solicit faculty and staff help for identifying appropriate referees.

## **8.0 Interview process**

8.1 A short vita of each semifinalist candidate will be sent via email or otherwise to all faculty and staff of the University at least two work days prior to the campus visit. A full resume will be

made available in the Human Resources Office for examination by all faculty, staff, and students of the University.

8.2 Any reference letters for semifinalists will be made accessible in the Office of Human Resources for reading by faculty, staff, and students. These letters may not be copied, and their content may not be made public in any way. Each candidate and referee must be informed of the accessibility of the letters.

8.3 The interview process will include, among other assessments, the response to a hypothetical job situation that reveals how the candidate approaches problem-solving, decision-making, and ethics.

8.4 For on-campus interviews, the Committee will arrange and publicize a variety of opportunities, including at least two open forums, for faculty, staff, and students to meet and talk with each candidate.

8.5 The Search Committee will make appointments for the candidate to meet the Provost, the Department Chairs, the Deans of Colleges and Schools, the Human Resources Director, and other appropriate personnel. The Committee will inquire whether the Board of Trustees wishes an interview with any semifinalist.

8.6 The Committee will invite to a separate meeting with the candidate, all faculty of the department in which the candidate would be tenured.

8.7 Faculty, staff, and students will be invited to provide oral and written feedback to the Committee on the entire slate of semifinalist candidates, based on the published position description, qualifications and attributes. The Committee will share these comments with the Initiator.

## **9.0 Selecting the final candidate**

9.1 Selection of the final candidate(s) will begin only after the semifinalist interview process for all candidates is complete.

9.2 After considering the feedback from the University community, the Committee will develop in closed session a ranked list of the acceptable candidates from the list of semifinalists. The list should be accompanied by statements, based on the published criteria, supporting, comparing, and contrasting the listed candidates. Before being sent to the Board, the Affirmative Action Officer should review the statements and advise the Committee on their acceptability.

9.3 The Committee will inquire whether the Board of Trustees or a subcommittee of the Board wishes to interview these acceptable candidates.

9.4 At the Board's discretion, the Committee and the Board of Trustees or a subcommittee thereof, may meet and agree upon mutually acceptable candidate(s). If no agreement can be reached, the Committee may negotiate with the Board to reopen the search.

9.5 The Board of Trustees reserves the right to select the final candidate(s) from the list of semifinalists without consulting the Committee.

#### **10.0 Negotiating salary and tenure**

10.1 The Board of Trustees will undertake the final salary and position negotiations with the chosen candidate(s). Should negotiations be unsuccessful, the Board may meet with the Committee to reach a consensual decision on the selection of the new finalist(s) from list of semifinalists.

10.2 An explicit part of the negotiation should be the nine-month salary as a tenured faculty member should the candidate resign as President and assume a regular faculty position at the University.

#### **11.0 Closure**

The Search Committee should inform the Senate of any changes it deems necessary in the search procedure.

#### **Proposal 17-01:**

**Adopted by Senate: May 8, 2002**

**Approved by President: May 24, 2002**

**September 2015: Name changed from Board of Control to Board of Trustees**