

The Senate of Michigan Technological University

PROPOSAL 7-92

DEPARTMENTAL GOVERNANCE: SEARCH PROCEDURES FOR DEANS OF COLLEGES

The search procedure for Deans of Colleges shall be as detailed in Appendix 7-92 (see below).

The procedure defines:

1. Search Committee size and makeup
2. Selection of the search committee
3. Process for defining candidate attributes
4. Mechanism for identifying candidates
5. Interview and selection process
6. Search Committee involvement in the negotiating process

Appendix 7-92: Search Procedure for Deans of Colleges

1. **Search Committee:** The Committee consists of one faculty member (can be the department chair) elected from each department in the college, one member (faculty, staff or administrator) appointed by the Provost from outside the college, and one member elected by the staff council. The faculty committee members are elected from tenure track faculty and tenured ranks. The chair and associate chair of the evaluation committee are elected by the committee at their first closed meeting. The voting body is described in each department charter.

The committee also has the following non-voting members: a undergraduate student representative, a graduate student representative and an alumnus representative.

2. **Selection Process:** The Provost initiates the search. The department senator and a representative appointed by the department chair conduct the election of a department representative. Nominations are solicited from the tenure track and tenured faculty. Balloting is conducted using the senate standard balloting procedures. The senator and the appointed individual tabulate the results. Ties are resolved by random selection. The Provost appoints his/her representative and gives a copy of this proposal to the representative. The senator of the department gives the departmental representative a copy of this proposal. Each department senator reports the name of the departmental representative at the next senate meeting. The Provost representative calls the first meeting. The committee requests the undergraduate student body, the graduate student body, and the alumni group to nominate their representative and informs them of the next committee meeting. Names of committee members are published in Tech Topics.
3. **Formulation of Unit Goals:** The long and short term goals of the college are formulated before the initiation of the search.
4. **Formulation Process for the Desired Attributes and Qualifications of the Candidate:** The committee, with input from the present Dean, the Provost and the Affirmative Action Officer, produces the first draft of the position description (e.g., qualifications, expectations of department growth, etc.) that is in accordance with the college goals and university guidelines.

The Committee produces a document that rank orders the desired attributes (e.g., interpersonal skills, management style, etc.) of the candidate. The position description and the rank ordered list of desired attributes are sent to all faculty and staff of the college and published in Tech Topics and the Lode. Written comments from the faculty, staff and students are sent to the committee for their considerations. The revised list is sent to all faculty and staff and published in Tech Topics and Lode. Copies of the comments submitted to the search committee are kept in the library.

5. **Mechanism of Identifying Candidates:** The Request for Posting memo should be completed and sent to the Employee Relations Office.

Faculty should be invited to nominate internal candidates. A nomination needs the support of either (a) 5% of the college faculty or (b) five college faculty members, whichever number is greater.

Faculty members may support more than one candidate.

In case of an open search, the position is advertised in appropriate professional journals and publications. College faculty are encouraged to contact colleagues and send them position descriptions.

6. **Short List of Candidates:**

The committee, after reviewing vitae, reference letters and other relevant material, produces a short list of candidates who are invited for an interview. The committee will make efforts to get independent assessments from references not listed by the candidates. Faculty help should be solicited for identifying appropriate reference persons.

7. **Interview Process:** The short vitae of each candidate should be sent to all faculty and staff of the department. The reference letters are accessible (e.g., kept with the secretary in the Dean's office) to any member who would like to look at these letters. No copies of these letters can be made. Each candidate is informed of this process.

The search committee sends each candidate a copy of the position description, the long term and short term goals of the college, and the college's annual report for the past two years.

The search committee makes arrangements for each candidate to make two presentations:

- (1) A presentation addressed to the department in which the Dean is likely to be given tenured position. Provisions should be made to ensure any member of

the university can attend the seminar. The presentation should include but not be limited to:

- (a) Trends, directions and opportunities of research in the field of the candidate's expertise
- (b) The courses the candidate would like to teach, if time permits
- (c) Direction of education in the department (e.g., What should and will be the attributes of a college's graduate 10 years from now).

- (2) A presentation addressed to the college that includes but is not limited to the following issues:

(a) Candidate's administrative philosophy and plans for meeting the short and long term goals of the college

(b) Direction of education in the college (e.g., Will the engineering degree be more general? Will the B.S. degree become 5 years, etc.)

(c) Debates and trends at the national and state level that may affect research funding opportunities for the college

(d) Resources needed to the attain the goals of the college

The search committee makes appointments for the candidate to meet the Provost, the President, department chairs in the college, Deans of other colleges and schools, Personnel Officer, and other

appropriate personnel.

8. **Selection of the College Dean** : The selection process begins only after the interview process of all candidates is complete.

The members of the departments in which the various candidates are likely to be given tenured positions are requested to send in their comments regarding the acceptability of the candidate as a faculty member.

All members of the college are requested to send in their comments on each candidate to the committee. The committee sends copies of them to the Provost.

The committee, after deliberation in a closed session, makes a list of no more than three candidates. The Provost makes an independent list of at most three candidates. The Provost and the committee each has lists from the pool from which the successful candidate will be chosen in a joint discussion of the committee and the Provost.

The search for the Dean will be reopened if no acceptable candidate is found or if the successful candidate does not accept the offer.

9. **Involvement in the Negotiating Process**: For all external candidates, a nine month faculty salary should be first decided. For all internal and external candidates the Dean's salary should be calculated as follows:

$$A = (F + S) * N/9$$

Where:

A = Dean's annual salary

N = Faculty Salary of the candidate for nine months

S = Fixed sum increase in the salary

F = Number of months/year the Dean will be paid

The fixed sum increase (S) and the number of months per year the supervisor is paid (N) will be described in the university position description procedure. The return of the Dean to a position as faculty member requires an inverse calculation of the formula:

$$F = A * 9/N - S$$

Exception to the above salary computation is negotiated between the candidate with the Provost. In such cases the formula used if the Dean returns to a faculty position must be described. Any other personal needs are negotiated between the candidate and the Provost. The search committee is informed of the final offer and the reasons for any exceptions.

10. **Closure**: The search committee should inform the senate of any changes it deems necessary in the search procedure.

The Following Conditions Apply to Proposals 5-92 through 9-92:

1. Departments/schools will be asked to follow these procedures in 1992-93. If all parts of the procedures are not followed, the unit committee should inform the senate president, in writing the reasons for the changes and the aspect of the procedure that should be

retained during revision. This information will be used by the senate for revising the procedures.

2. Editorial or procedural changes next year and in the future may be made by the senate, but any changes that affect faculty governance will require faculty referendum.
3. A simple majority of eligible faculty is needed to approve changes.

Adopted by Senate: 15 January 1992

Rejected by Administration: 17 November 1993

Revised as Proposal 12-95