

The University Senate of Michigan Technological University

PROPOSAL 12-01

SEARCH PROCEDURES FOR DEAN OF THE GRADUATE SCHOOL

1. Initiation

1.1 The Provost will initiate the search for Dean of the Graduate School and determine if the search will be internal or open to external candidates.

1.2 The Affirmative Action Officer or other designee will provide an orientation for the Search Committee at the onset of the search and thereafter be available for consultation as needed. The Committee should discuss legal issues involved in record keeping and be informed of their legal responsibilities and liabilities. As of the writing of this document, notes must be kept for three years.

1.3 A Human Resources representative will be available to the Search Committee to organize paperwork, document activities, advertise the position, and provide search/screening guidelines.

2. Search Committee

The search committee will consist of the following members:

| CONSTITUENCY | ELECTING BODY | NUMBER OF REPRESENTATIVES |
|--------------------|--------------------------|---------------------------|
| Faculty | Graduate Faculty Council | 6 |
| Faculty (at large) | University Senate | 2 |
| Administrator/Dean | Provost | 1 |
| Department Chair | Provost | 1 |
| Staff | Staff Council | 1 |
| Graduate Student | Graduate Student Council | 1 |

3. Search Committee Selection Process and Meetings

3.1 The Provost will request the Graduate Faculty Council to elect all non at-large faculty representatives to the search committee. Such representatives must be from tenured or tenure-track ranks and be members of the graduate faculty. A total of six faculty representatives shall be elected from the following schools and colleges:

| | |
|--------------------------------------|---|
| College of Engineering | 2 |
| College of Sciences and Arts | 2 |
| School of Business and Economics | 1 |
| School of Forestry and Wood Products | 1 |

3.2 After the election of representatives by the Graduate Faculty Council, the University Senate will elect the at-large faculty representatives. The University Senate should strive for a committee balance of

disciplinary interests through its elected committee members.

3.3 Following elections by the Graduate Faculty Council and the University Senate, the Provost will appoint the department chair and the administrator/dean representatives.

3.4 The Provost will request the Graduate Student Council and the Staff Council to elect their representatives and alternates to the search committee. The Provost's office shall give a copy of these procedures to the representatives.

3.5 Names of the search committee members shall be published in *Tech Topics*.

3.6 One of the Provost's representatives will call the first meeting of the search committee.

3.7 The Search Committee shall elect a chair and associate chair by written ballot, in closed session, at its first meeting.

3.8 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. The Search Committee will schedule regular public meetings including an open public meeting to meet each semifinalist candidate.

3.9 The Committee, in collaboration with the Provost, shall agree on a target date for the final selection of the candidate.

4. Goals

In order to select an appropriate administrator, the Search Committee must consider the published goals of the Graduate School.

5. Process for defining candidate attributes

5.1 The Committee, with input from the Provost, the Affirmative Action Officer, and a Human Resources representative, will produce the first draft of the position description (e.g., qualifications, expectations of college or department growth, etc.) that is in accordance with the goals and guidelines of the Graduate School.

5.2 Before soliciting candidates, and in consultation with the President and Provost, the Committee will write a job description, establish criteria and desired attributes (interpersonal skills, management style, etc.) to be applied to candidates, and weight these criteria by major and minor importance. The Committee will then distribute the position description and the ordered list of desired attributes to all faculty and staff of the University through the colleges and schools, and publish them in *Tech Topics* and the *Lode*. Written comments from the faculty, staff and students will be sent to the Committee for its consideration. A public meeting of faculty, staff and students shall be called to discuss and if necessary revise the job description and criteria. The final description and criteria should be published in *Tech Topics* and the *Lode* and submitted to applicants. Copies of the comments submitted to the Search Committee will be kept in the University library.

6. Mechanisms for identifying candidates

6.1 The "Request for Posting" memo should be completed and sent to the Human Resources Office.

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 A budget for advertising, interviewing, etc. should be agreed upon with the Provost. Major deviations from this should be agreed upon by the Provost in advance.

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

6.5 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 references. Referees will be informed of the process and the availability of reference letters to the University community when the reference letters are requested by the Committee.

7. Short list of candidates

The Committee, after reviewing vitae, reference letters, and other relevant material, will produce a short list of candidates. After clearance by the Affirmative Action Officer, these candidates will be invited for on-campus interviews. The Committee will obtain independent assessments from references not listed by the candidates. The Committee should solicit faculty help for identifying appropriate reference persons, but identity of candidates must be kept confidential until they accept a campus interview (semifinalist) invitation.

8. Interview process

8.1 The short vita of each candidate on the short list should be sent to all departments and units of the University. The reference letters will be accessible (e.g., kept with a secretary in the Provost's office) to any member of the University community who would like to look at these letters. No copies of these letters can be made. Each candidate and referee must be informed of this process.

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

8.3 During the interview for the dean of the graduate school, each candidate will be asked to make one presentation, addressed to the Graduate Faculty Council and the staff of the Graduate School, but open to any member of the University community. The presentation might include but is not limited to the following topics:

(A) Trends, directions, and opportunities for supporting and expanding graduate education at Michigan Technological University.

(B) The direction of education in the graduate programs and the role of the graduate school in the intellectual life of the University.

(C) The candidate's administrative philosophy and a plan for meeting the short- and long-term goals of the Graduate School.

(D) The debates and trends at the international, national and state level that may affect funding opportunities for the Graduate School.

(E) The resources needed to attain the goals of the Graduate School.

(F) Questions from the audience.

8.4 The Search Committee will make appointments for the candidate to meet the Provost, the President, Deans of Colleges and Schools, the Human Resources Director, and other appropriate personnel. The Board of Control may also request an interview.

8.5 Faculty, staff, and students will be invited to provide oral and written feedback to the Committee, based on the established criteria, and on the entire slate of semifinalist candidates. The Committee will share these comments with the Provost.

9. Selecting the Final Candidate

9.1 The selection process will begin only after the semifinalist interview process for all candidates is complete. The Search Committee should inquire whether the Board of Control or a subcommittee thereof wishes to meet with the top two or three candidates.

9.2 After considering the feedback from the University community, the Committee, following deliberation in a closed session, will develop a list of at most three acceptable candidates from the list of semifinalists. The Provost will also develop a list of acceptable candidates from the list of semifinalists. The Committee and the Provost will meet and agree on a short list of mutually acceptable candidates. If no agreement can be reached, the search will be reopened.

10. Guidelines for negotiating salary and tenure

Negotiating salary and tenure will take place following normal University procedures.

11. Closure

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

Adopted by Senate: March 28, 2001

Approved by President: April 12, 2001

Amended in Proposal 17-07

Became Senate Procedures 803.1.1