

7 **Policy Recommendation**  
8 **Update of Policy on Selection and Review of Administrators**  
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10 Legislative History: Rescinds F10-5 and S06-3. S06-3 superseded F98-2 related to the  
11 Selection and Review of Administrators to provide a rearrangement of responsibilities  
12 and a clearer definition of the scope of the policy in the context of a need for broader  
13 participation of staff and community representatives. F10-5 modified S06-3 to clarify the  
14 procedure for submitting faculty and staff nominations to serve on search and review  
15 committees.

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17 Whereas: Combining past and current changes into one policy makes it easier to  
18 locate information pertaining to the selection and review of administrators,  
19 and  
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21 Whereas: A good case exists for including a Dean on decanal search committees;  
22 and  
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24 Whereas: Recent application of S06-3 has revealed a need for clarification in the  
25 composition section of the policy; therefore be it  
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27 Resolved: That F10-5 and S06-3 be rescinded and replaced with the updated policy  
28 presented below; and be it further  
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30 Resolved: That as we transition from the old to new policy on the selection and  
31 review of administrators, the constitution of continuing and new selection  
32 committees can be modified at the discretion of the President or  
33 appropriate Vice President.  
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35 Rationale: The request for a review of S06-3 originated with the Executive Committee  
36 of the Academic Senate as a result of its recent experiences applying the policy to  
37 determine the composition of decanal search committees. Particular difficulty was  
38 encountered with the section on the composition of search committees. In addition,  
39 discussions led to interest in having the policy updated to include a Dean on decanal  
40 searches.  
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Approved: 3/22/16  
Vote: 8-0-0  
Present: Gleixner, Shifflett, Beyersdorf, Becker, Curry, Laker, Mathur,  
Grosvenor  
Absent: Romero  
Financial Impact: None expected  
Workload Impact: No change from current situation.

## Selection and Review of Administrators

### 1. Academic Administrator and Vice President Searches and Appointments

#### 1.1 Applicability

This policy applies to searches for and reviews of Management Personnel Plan (MPP) administrators who serve university-wide as vice presidents and those within the Academic Division including the provost, deputy provost, deans and all other associate vice president or equivalent positions. Where not otherwise specified, the words 'academic administrators' as used in this policy means all those in the Academic Division.

#### 1.2. Vacancies and Initiation of Procedures

As soon as practical after it is known that a vacancy has occurred or will occur in any of these positions, the President (for all vice presidents) or the Provost (for all other offices) shall cause a selection committee to be formed in accordance with these procedures.

#### 1.3 Composition of Search Committees

Committees shall be large enough to allow for sufficiently broad representation, yet small enough so as not to be unwieldy. When feasible, an odd number of voting members will be appointed to eliminate the possibility of tied votes. Faculty, students, staff, and administrators shall be represented. Consideration should be given to representation of the diversity of the campus. Regular (tenured and tenure-track) faculty shall comprise a majority on all search committees for administrators in the academic affairs division and at least one-third of other committees. If appropriate, alumni and community representatives may serve on search committees.

**1.3.1 Special Procedures for Deans of Academic Colleges:** The search committees for college deans shall be composed of nine members: three tenured faculty who are not department chairs, elected by and from the college faculty (but not more than one from any department); two department chairs from the college, elected by its department chairs; one staff member, elected by the staff of the college; one student, one Dean (from outside the college searching for a Dean), and one member of the community, each designated by the Provost.

Elections for the three faculty representatives from the college shall be arranged and conducted by ad hoc election committees comprised of all department chairs in that college. Each department in the college shall nominate one student from its majors, and the Provost shall designate one student as a committee member from the departmental nominees. The community member should have experience or expertise relevant to one or more of the programs in the college.

103 **1.3.2 Special Procedures for the Dean of the University Library.** The search  
104 committee shall be composed of nine members: three faculty librarians selected by and  
105 from the faculty librarians; one Library staff member, selected by the staff of the  
106 university library; one department chair from outside the library; one faculty member  
107 (not a chair) from outside the library; one student, one Dean (from outside the Library),  
108 and one member of the community, each designated by the Provost.

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110 Recruitment of the two department chairs shall be arranged and conducted by the  
111 Associate Vice Chair of the Senate through normal committee on committees  
112 processes. Interested chairs will submit written statements reflecting their interest and  
113 qualifications.

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115 **1.3.3 Special Procedures for the Dean of International & Extended Studies (IES).**  
116 The search committee shall be composed of nine members: five faculty (inclusive of two  
117 department chairs); two IES staff member, selected by the staff of IES; one Dean (from  
118 outside IES), and one student, each designated by the Provost.

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120 Recruitment of the faculty shall be arranged and conducted by the Associate Vice Chair  
121 of the Senate through normal committee on committees processes. Interested faculty  
122 will submit written statements reflecting their interest and qualifications. Selected  
123 members should exhibit clear evidence of understanding IES and a history of  
124 engagement with the programs and activities of IES.

## 125 126 **1.4 Recruitment and Selection of Committee Members**

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128 **1.4.1 Recruitment.** Except as provided in 1.3.1, 1.3.2, and 1.3.3 above, an open  
129 nomination process for potential members for search and review committees shall be  
130 used. The Academic Senate shall publish notice of intention to appoint a search  
131 committee and shall solicit written statements either in hard copy or electronically for  
132 membership on the committee from the University community. Nominations (including  
133 self nominations) must include a statement of interest and qualifications and include the  
134 nominee's signed or electronic consent to serve by the published nomination deadline.

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136 **1.4.2 Selection.** Except as provided in 1.3.1, 1.3.2, and 1.3.3 above, committee  
137 members shall be selected from among those nominated by mutual consent of the  
138 President and the Senate Executive Committee. If the President and the Executive  
139 Committee cannot arrive at mutual agreement, the President (or Provost, if the search is  
140 not for a vice president) shall confer with the chair of the Senate to attempt to arrive at a  
141 mutually satisfactory course of action. Failing that, the President or Provost shall  
142 appoint the membership. The President or Provost shall select the committee chair from  
143 the committee membership.

## 144 145 146 147 148 **1.5. Scope and Procedures**

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150 The President or Provost shall determine the scope and procedures of the search  
151 process in consultation with the committee. The scope and procedures of the search,  
152 the target date for the report, the minimum requirements for candidates, the  
153 qualifications of the expected finalists, and other matters relating to the selection  
154 process should be discussed. The scope of the search shall always be as wide as  
155 feasible under the circumstances and shall be conducted in accordance with the  
156 University's policies and procedures on equal opportunity and diversity. Likely  
157 candidates must be interviewed. Provisions should be made for the campus community  
158 to meet the candidates. The deliberations and recommendations of the committee shall  
159 be confidential.

### 160 161 **1.6. Committee Recommendations**

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163 At the conclusion of its search, the committee shall report to the President or Provost,  
164 without ranking, the names of the best-qualified candidates. The President or Provost  
165 shall meet with the committee to discuss its recommendations. The search committee's  
166 records shall be turned over to the President or Provost with its report. Upon delivery of  
167 the committee's report to the President or Provost all committee records shall be  
168 destroyed.

### 169 170 **1.7. Action by the President**

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172 The President or Provost may appoint any person recommended by the committee. If  
173 the President or Provost decides not to appoint, or is unable to appoint, any of the  
174 recommended candidates, the President or Provost may ask the committee to extend  
175 the search, or the President or Provost may consult with the Senate Executive  
176 Committee regarding appointment of a new selection committee for a new search,  
177 consistent with the provisions of this policy.

### 178 179 **1.8. Interim Appointments**

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181 An interim appointment occurs when a position covered by this policy has or will be  
182 vacated and there is insufficient time or it is otherwise impractical to complete the  
183 normal search process explained above. The President or Provost, in consultation with  
184 the elected members of the Senate Executive Committee, may make interim  
185 appointments.

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187 Alternatively, at the discretion of the President or Provost, the selection process for an  
188 interim appointee may utilize a selection committee wherein the interim position is  
189 announced campus-wide and interviews are held. While there is no requirement to  
190 announce the position off-campus, such announcement is not prohibited. The search  
191 committee must be no smaller than three people and will be selected by the President  
192 or Provost in consultation with the elected members of the Senate Executive  
193 Committee. Interim appointments usually are for a period of one year, unless a different  
194 period is specified at the time of the appointment. An interim appointment may be

195 renewed or extended by the President or Provost as needed in consultation with the  
196 elected members of the Senate Executive Committee.

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## 198 **1.9. Acting Appointments**

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200 The title “acting” (e.g., acting dean) shall be applied to an individual who is designated  
201 to act on behalf of an administrator covered by this policy, who is on a short-term  
202 absence (illness, vacation, etc.), on leave, or has left his/her position on extremely short  
203 notice. The President or designee in consultation with the elected members of the  
204 Senate Executive Committee may make an acting appointment. In an emergency or  
205 when the Senate Executive Committee is not available, acting appointments may be  
206 made by the President or Provost in consultation with the Chair of the Academic  
207 Senate. Acting appointments usually are of short duration, lasting until either the  
208 incumbent returns or an interim appointment can be made according to the procedure  
209 described in this policy. In unusual circumstances, an acting appointment may be  
210 renewed or extended by the President or Provost in consultation with the elected  
211 members of the Senate Executive Committee.

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## 213 **2. Reviews of Administrators**

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### 215 **2.1. Timing of Review**

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217 If the incumbent wishes to continue in his or her position beyond the sixth year, a review  
218 of the incumbent shall be initiated according to the provisions of this policy in the  
219 second semester of the fifth year of an incumbent's term. The review shall be concluded  
220 by the beginning of the sixth year of the incumbent's term. The President may at any  
221 time initiate an interim review.

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### 223 **2.2. Appointment and Composition of Review Committee**

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225 For all offices covered by this policy, a review committee shall be appointed and  
226 constituted in accordance with the procedures specified in Part 1, Sections 1.3 and 1.4  
227 of this policy. The Provost shall not be eligible to serve on committees to review  
228 academic administrators.

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### 230 **2.3 Criteria for Review**

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232 The review committee, in consultation with the President (for vice presidents) or the  
233 Provost (for all other offices), shall specify the criteria for evaluating the incumbent's job  
234 performance, based upon the incumbent's job description and the function of the  
235 particular administrative office. The incumbent shall be asked to examine the criteria  
236 developed and to make such comments or suggestions as may seem advisable.

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### 240 **2.4 Procedures for Review**

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242 The review committee, in consultation with the President (for all Vice Presidents) or the  
243 Provost (for all other offices), shall develop procedures for conducting the review. The  
244 procedures shall be designed to secure (a) appropriate information, which can include  
245 performance goals set by the appropriate administrator and (b) appraisals of  
246 performance from as many persons as may be feasible who are knowledgeable of the  
247 incumbent's duties and performance. In addition, available data for the time period of  
248 the review should be analyzed as appropriate for the position (such as data on FTES,  
249 FTEF, class size, graduation rates, and fundraising). If he/she so desires, the incumbent  
250 shall be given an opportunity to provide the review committee with a self- evaluation  
251 based upon the criteria developed by the committee. The opinions and judgments  
252 received by review committees, the deliberations and reports of such committees, and  
253 any accompanying materials, shall be confidential.

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## 255 **2.5. Report of the Review Committee**

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257 **2.5.1** The review committee shall consult with the President (for all vice presidents) or  
258 the Provost (for all other offices) before drafting its report. Following that consultation,  
259 and at the conclusion of its evaluative activities, the review committee shall prepare a  
260 written report embodying findings and conclusions. The report of the review committee  
261 shall include a statement of strengths found and improvements desired in the  
262 incumbent's performance with respect to the evaluative criteria. All raw data collected  
263 for review shall accompany, but not be part of, the review committee's report.

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265 **2.5.2** The report shall normally contain a specific recommendation by the review  
266 committee that the incumbent be reappointed or not be reappointed, with or without  
267 qualification. A majority vote of the review committee shall be sufficient to approve the  
268 report; the numerical vote shall be stated in the report. A minority report or reports shall  
269 be appended if requested by any member of the committee. Minority reports shall be  
270 seen by all members of a review committee.

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272 **2.5.3** Before forwarding the report, the review committee shall:

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- provide a draft copy of the proposed report to the incumbent
- provide the incumbent with an opportunity to meet with the review committee in order to discuss the report
- provide the incumbent with the opportunity to submit to the committee a written statement which shall become part of the report to the President

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279 **2.5.4** The President (for all vice presidents) or the Provost (for all other offices) shall  
280 again consult with the review committee to share his or her inclination and the reasons  
281 therefore.

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## 286 **2.6. Action of the President**

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288 Ultimate responsibility for the retention of administrators belongs solely to the President.  
289 If, after discussion with the review committee, the incumbent, and other appropriate  
290 sources of information, the President is inclined to believe a decision other than that  
291 recommended by the committee would best serve the interests of the University, before  
292 acting on that inclination the President shall:

- 293 • Consult with the Executive Committee of the Academic Senate, at which time both  
294 the report of the review committee and the reasons why the President is inclined to a  
295 decision other than that recommended would be revealed to and shared with the  
296 Executive Committee. The purpose of such a meeting would be to ascertain if some  
297 mutually agreeable course of action or decision can be found upon which the  
298 President could act. Failing that, the President shall  
299 make such decision as he or she considers best for the welfare of the University.