



July 15, 2004

**EXECUTIVE
MEMORANDUM**

04-43

To: Campus Community

From: Paul J. Zingg
President

Subject: Executive Memorandum 04-43, **Executive Management Selection Committee; supersedes EM 95-10 revised**

I am pleased to acknowledge the goals and to approve the process, including the establishment of the Executive Management Selection Committee (EMSC), recommended by the Academic Senate to ensure faculty participation in the selection and performance review of the administration positions identified in the document. The goal of attracting and retaining the highest quality administrative staff to the University is appropriately a concern of the faculty. Accordingly, the faculty's advice in these matters is an important way in which shared institutional governance and our common institutional mission are achieved.

In approving this document, I particularly want to emphasize the matters of confidentiality and timely input that will guide the EMSC. Whenever the University undertakes multiple executive searches at the same time, these matters may require particular attention. I appreciate the flexibility in the policy that grants the president the ability to "modify the EMSC makeup and process for a given search with the agreement of the Senate Executive Committee." Although I do not anticipate the need to exercise this authority, I acknowledge the trust and good faith that accompany it.

I. Preamble

It is in the nature of universities that faculty, staff, and students take on a co-governance responsibility with the administration. This participative relationship extends to the selection of key managerial personnel. The purpose of this document is to specify the policy by which faculty, staff, students, and administrators participate in the selection process of the campus' executive management staff.

Confidentiality is an essential ingredient in such searches to protect both the process and the pool of candidates. The need for this confidentiality means that the search committee will have to operate as the agent of the faculty, staff, and students since an open, democratic process is not compatible with these needs.

The Executive Management Selection Committee (EMSC) created by this document is a committee of the Academic Senate and will report annually to the Senate on its accomplishments. But its paramount goal is to attract and select the highest quality administrative staff that can manage our campus efficiently and in keeping with our vision, mission, and goals.

II. Searches to be performed by the EMSC and governed by the structures and processes herein described:

- A. Provost, vice presidents, and vice provosts;
- B. Non-college academic deans (e.g., Regional and Continuing Education, Graduate & International Programs, Undergraduate Education);
- C. Other senior managerial positions with significant impact on the academic program as authorized by the president in consultation with the Academic Senate Executive Committee.

This document also describes the policies and structures of the search process for college deans.

III. The Executive Management Search Committee (EMSC)

- A. Membership

The membership of the EMSC will be built around the core of the Executive Management Evaluation and Development Committee (EMEDC.) The EMEDC consists of

1. Four full-time faculty;
2. One permanent staff member;
3. One presidential appointee;
4. One dean.

The EMSC will utilize these EMEDC members and be augmented by

5. One student appointed by the Associated Students Board of Directors;
6. One additional presidential appointee to give the committee expertise about the position that is the target of the search;
7. One lecturer selected by the Executive Committee of the Academic Senate if no lecturers are already serving on the EMEDC. The Vice Provost of Human Resources (or designee) will serve in an advisory role to the search committee.

A professional search firm may be employed to assist with the search process. The president or provost will determine whether such consultants are to be used and in what roles, after discussion with the Committee. The consultant will participate under the direction of the EMSC and its chair.

The president may modify the EMSC makeup and process for a given search with the agreement of the Senate Executive Committee.

B. Chair

The chair of EMEDC will be the chair of each search committee.

IV. Process

- A. When a vacancy occurs, the hiring authority (president or provost) will prepare a draft of a job announcement. This job announcement will describe the duties of the position and the necessary and desired qualifications for candidates.
- B. The EMSC will meet with the President or Provost to discuss the draft job announcement as well as the goals and timeline for the search. The draft job announcement will be distributed by the EMSC chair to the campus community for comment and input. The use of professional search consultants and their role in the process will be discussed with the committee and defined by the President or Provost.
- C. The committee will consult with the Vice Provost of Human Resources (or designee) for process issues related to the search.
- D. The Vice Provost for Human Resources will work with the EMSC to design the advertising methods and selection processes that serve the goals of campus for diversity, non-discrimination, and quality.
- E. Regular discussion between the hiring authority and the EMSC are encouraged but communication about candidates and their qualifications are strictly forbidden with those outside of the committee. Such breaches of confidentiality not only damage the search process that is underway but also risk damage to individual candidates, the loss of candidates, and harm to future search processes because of damage to the university's reputation.
- F. If there is to be a public phase of the search process, the EMSC will work with the hiring authority to structure a schedule of meetings with appropriate audiences and an efficient input system that encourages the rating of candidates according to qualifications listed in the job announcement.

V. Conclusions

- A. At the conclusion of the process, the EMSC will report in writing to the hiring authority the list of all applicants to the position, the list of all acceptable candidates, and the committee's evaluation of the strengths and weaknesses of all of the acceptable candidates. Official ranking of the acceptable candidates is discouraged.
- B. Upon completion of the search, all reports and data shall be archived by the Vice Provost for Human Resources for a period of three years.

College Dean Search Committees

When a vacancy occurs in a college dean position (see the previous sections for non-college dean selection.), the Provost will notify the college and the Staff Council of the need to form a Dean Search Committee.

I. Membership

The Dean Search Committee will consist of

- A. One college dean;

- B. One permanent staff member;
- C. One tenured faculty member from each department in the college with a minimum of four such faculty, two of whom will be department chairs. If there are fewer than four departments in the college, additional faculty members will be elected by the process described in the next section to bring the number of faculty representatives to four.
- D. One student member from the students majoring in one of the disciplines in the college.

The Vice Provost of Human Resources (or designee) will serve in an advisory role to the committee.

A professional search firm may be employed to assist with the search process. The Provost will determine whether such consultants are to be used and in what roles after discussion with the committee. The firm will participate under the direction of the Dean Search Committee and its chair.

II. Eligibility and Selection

- A. The Provost will appoint one of the college deans; all of the college deans are eligible to serve.
- B. The staff member shall be elected by and from the staff members of the college. Elections will be held using procedures specified by the Staff Council.
- C. All tenured faculty members are eligible for nomination to the department positions on the Dean Search Committee. The nomination and election process will be that used for election to college committees. If there are fewer than four departments in the college, additional faculty representatives will be selected from the tenured faculty of the college at-large. This nomination and election process will occur after the department faculty representatives have been elected. The nomination and election procedures will be those used for the election of the college's academic senators. If after all of the faculty representatives have been elected it is determined that there are not two current or recent (within the past three years) department chairs represented in the group, the elected faculty representatives will meet and choose additional department chairs (current or recent) to replace the department faculty representatives as needed to meet this goal.
- D. The student member (graduate or undergraduate) will be selected by the college executive committee from among the students who are majoring in one of the disciplines in the college.

III. Process

- A. When a vacancy occurs, the Provost will prepare a draft of a job announcement. This job announcement will describe the duties of the dean position and the necessary and desired qualifications for candidates.
- B. The Dean Search Committee will meet with the Provost to discuss the draft job announcement as well as the goals and timeline for the search. The draft job announcement will be distributed by the Dean Search Committee to the college faculty and staff for comment and input. The use of professional search consultants and their role in the process will be discussed with the committee and defined by the Provost.
- C. The committee will consult with the Vice Provost of Human Resources (or designee) for process issues related to the search.
- D. The Vice Provost for Human Resources will work with the Dean Search Committee to design the advertising methods and selection processes that serve the goals of campus for diversity, non-discrimination, and quality.
- E. Regular discussion between the Provost and the Dean Search Committee are encouraged but communication about candidates and their qualifications are strictly forbidden with those outside of the committee. Such breaches of confidentiality not only damage the search process that is underway but also risk damage to individual candidates, the loss of candidates, and harm to future search processes because of damage to the university's reputation.
- F. For the public phase of the search process, the Dean Search Committee will work with the Provost and the Vice Provost for Human Resources to structure a schedule of meetings with appropriate audiences and an efficient input system that encourages the rating of candidates according to qualifications listed in the job announcement.

VI. Conclusions

- A. At the conclusion of the process, the Dean Search Committee will report in writing to the Provost the list of all applicants to the position, the list of all acceptable candidates, and the committee's evaluation of the strengths and weaknesses of all of the acceptable candidates. Official ranking of the acceptable candidates is discouraged.
- B. Upon completion of the search, all reports and data shall be archived by the Vice Provost for Human Resources for a period of three years.