

Search Guidelines for Academic Administrative Positions - Redraft

I. Purposes

These guidelines have two purposes. First, they set forth the values that should inform all leadership hiring practices at the UO. Second, and drawing on these values, the guidelines articulate best practices for filling vacancies in high-level academic administrative positions.

II. Guiding Values

Decisions around hiring processes should reflect the university's values around shared governance between faculty and professional administrators, professional excellence, rational decision-making, efficient and responsible management of resources, and diversity and inclusion. With this in mind, all searches should have as many opportunities as possible for substantial, meaningful participation from faculty and the university community. Such participation leads to more informed decision-making and positions new hires for success when they arrive at the UO.

At the same time, hiring processes must be conducted with an appreciation for confidentiality and a recognition that not all searches are alike. Some degree of discretion should be available to those who are responsible for hiring academic administrators in order for them to fulfill their duties appropriately. Tailoring a search to a particular situation may be required for the university to secure the best possible candidates.

These values are often aligned, but there are instances when they will exist in tension with each other. These guidelines are intended to help manage that tension by setting forth procedures that provide for substantial, meaningful participation while making room for the responsible exercise of discretion. Accordingly, and consistent with our mutual commitment to shared governance, the Senate and Administration will collaborate to ensure an appropriate balance.

III. Academic Administrators

The academic administrative positions covered by these guidelines include the following (or the substantially similar position if a title changes):

A. Administrators with university-wide academic responsibilities:

1. Provost and Senior Vice President
2. Executive Vice Provost for Academic Affairs
3. Vice President for Research and Innovation
4. Graduate School Dean

B. Administrators with unit-specific academic responsibilities :

1. Clark Honors College Dean
2. College of Arts and Sciences Dean

3. College of Design Dean
4. College of Education Dean
5. Lundquist College of Business Dean
6. School of Journalism and Communication Dean
7. School of Law Dean
8. School of Music and Dance Dean
9. University Libraries Dean
10. Vice President and Executive Director of Knight Campus

IV. Hiring Officials

The hiring official is the person who is ultimately responsible for developing the hiring process and making the hiring decision. The President is the hiring official for a search for a provost and senior vice president, for example, and the Provost is the hiring official for searches for school/college deans.

V. Guidelines for Hiring Academic Administrators

The following general guidelines apply to searches for the positions listed in Section III:

A. Gathering Information

- a. Before constituting a search committee, the hiring authority should consult with relevant advisory bodies (such as university senate leadership, the Academic Council, faculty from any affected units, and so on) to solicit input on the position and the position description, search committee membership, type of search (open or closed, internal or external; see below for more details), and expected search timeline.
- b. Such consultation should be face-to-face when practicable and should provide opportunities for meaningful involvement from campus stakeholders. For example, when preparing to hire a new dean for a unit, the hiring official could convene a unit-wide meeting for the express purpose of gathering information about the strengths, weaknesses, opportunities, and challenges facing the unit.

B. Designing the Search Process

The hiring official is responsible for designing the search process. This includes determining whether the search is open or closed, internal or external. Furthermore, the hiring official determines what kinds of opportunities for participation should be available.

- a. Open or Closed
 - i. In an “open” search, finalist candidates’ identities are disclosed to the faculty and public. In a “closed” search, finalist candidates’ identities will only be known to those running the search.
- b. Internal or External
 - i. In an “internal” search, only candidates who are employed at the university may apply. In an “external” search, candidates from inside and outside the university may apply.
- c. Opportunities for Open Campus Participation

- i. Except in the case of closed searches, the hiring official should put together a schedule for candidate interviews that provides for open, meaningful participation of campus community members. The search committee chair(s) are typically involved in helping develop this schedule.
 - ii. Examples of opportunities for meaningful participation include scheduling candidates for meetings with various campus constituencies, posting candidate CVs and supporting materials online, and recording public presentations.
- d. After designing the search process, the hiring official should announce the search via email to the campus community. In this announcement, the hiring official should provide information about the position being hired; the parameters of the search (open/closed, internal/external); the reasons for setting these parameters; and the planned opportunities for campus participation. In addition, the email should provide a link to the search web page and invite feedback.

C. Assembling the Search Committee

- a. The hiring official should select search committee members and the chair(s) based on consideration of expertise, diligence, willingness to invest time in the search, disciplinary representation, and diversity.
- b. Faculty members should make up the majority of membership of these search committees.
 - i. The hiring official may solicit nominations for the committee from the Faculty Advisory Council, University Senate Leadership, the Academic Council and other relevant advisory bodies.
 - ii. When a “closed” search process is used, at least two faculty members of the search committee should be selected by the hiring official from a list of at least four faculty nominated by Senate Leadership on behalf of the University Senate in the case of university-wide positions, or of the school or college faculty in case of unit-specific (i.e., Dean) positions. The hiring official is not obligated to select the suggested faculty members if a list with fewer than four names is provided.
- c. Other constituencies (e.g., officers of administration, classified staff, students, advisory board members) should be represented insofar as their academic and/or professional activities are influenced by the position being hired.
- d. Search committee members should be clearly identified on a web page dedicated to the search.
- e. When searching for university-wide administrators, the following guidelines will help ensure meaningful participation and effective representation:
 - i. At least one faculty member shall be a sitting member of the university senate.
 - ii. At least one Office of Administration shall be selected in consultation with the OA Council.
- f. When searching for unit-specific administrators, the following guidelines will help ensure meaningful participation and effective representation:

- i. The majority of faculty members on the search committee should be, wherever possible, members of the academic unit and shall represent as diverse a cross-section of disciplines within the unit as practicable.
- ii. At least one faculty member shall be included who is selected from a list of at least three faculty members provided by University Senate Leadership prepared in consultation with senators from the unit.
- iii. At least one Officer of Administration from the unit shall be selected in consultation with the OA Council.

D. Charging the Search Committee

- a. The hiring official should meet with the committee to deliver the charge to the committee and to provide information and guidance specific to the search. The general charge to all search committees is to identify qualified candidates.
 - i. The hiring official also should describe what kind of evaluation of the candidates the committee should provide.
 - ii. For example, the hiring official may want a verbal report on behalf of the full convened committee detailing each candidate's strengths and weaknesses, along with an overall rating of highly acceptable, acceptable, or unacceptable.
- b. The hiring official should provide the hiring announcement to the search committee for review and feedback before the position is finalized and posted.
 - i. Typical materials required of applicants include a current vita, references, and letter of application that articulates suitability for the position, summary of relevant accomplishments (including contributions to equity and inclusion), management style, vision for the unit, and ideas for accomplishing that vision.
 - ii. Deadlines for applications should generally be at least 30 days from the date the position is first publicized.
 - iii. Even for open searches, it is understood that applicant materials will remain confidential. References will be contacted only after permission is obtained from candidates.

E. Undertaking the Search

- a. Searches should be designed to identify talented candidates of diverse backgrounds and to ensure that search criteria and processes do not create barriers to underrepresented candidates to participate in the search process. The search committee should solicit input broadly from the university community and from external constituencies as appropriate. Such input may be collected by various means. For example, the search committee may make available surveys soliciting opinions regarding public presentations, group meetings, and one-on-one interviews with finalists.
- b. After the search committee has completed its review and provided its evaluation, the hiring official should meet in person with the full search committee to discuss the committee's recommendations and evaluations of the finalists. This meeting should happen before the hiring official makes a hiring decision.

F. Deviating from these Procedures

- a. All hiring officials and search committee chairs should be provided copies of these guidelines at the outset of every search that falls under the guidelines.
- b. Any deviation from practices delineated here, either on the part of the hiring official or the search committee chair, must be explained in writing and shared on a web page dedicated to the search.¹

VI. Guidelines on Internal Promotions for Other University-Wide Academic Administrators

The guidelines in this section refer to university-wide administrators who are not listed in Section III but nonetheless hold significant academic roles (e.g., oversight of the promotion and tenure process). Such positions are typically occupied by faculty members. The best practice for these positions is to assemble a search committee to conduct a search. However, there are also times when a search committee process may not be practicable. In those cases, such as internal promotions, the hiring official may appoint administrators into these positions without a search.

- A. If a search committee is not appointed to assist in selecting a candidate for the position:
 - a. Before hiring anyone, the hiring official shall make available the following:
 - i. the rationale for not appointing a search committee;
 - ii. the position description; and
 - iii. the plan for faculty consultation that ensures meaningful faculty input from units most directly related to the position. This consultation shall be conducted with the President's Faculty Advisory Council, Senate Leadership, Academic Council and other relevant academic constituents.
 - b. After selecting a candidate, the hiring official shall make their vita available to the university community.

VII. Implementation and Follow-Up

- I. After each academic year, and prior to the start of the next one, the University Senate leadership, President, and Provost will review each search conducted for the positions listed in sections III and VI during the recently completed academic year. (*Review checklists completed following each hire--whether through search or through direct appointment or promotion*). The review will assess whether the procedures and membership criteria were followed or, if they were not, whether appropriate notice was provided pursuant to section V.F. The review may also lead to agreed-upon modifications to these guidelines based on lessons learned, best practices changed, or unintended consequences realized.

¹ Search information should be posted on its own web page and includes the position title, list of committee members and search timeline. Variations or deviations in the approach should then be posted to the web page with the accompanying rationale.

- II. After three academic years (ending with AY 2022-2023), the University Senate leadership, President, and Provost will assess the totality of the three years and present to the Senate a report summarizing overall compliance and trends, including:
- a. what has been learned in tracking and evaluating the implementation of these guidelines,
 - b. noting overall compliance and trends, and
 - c. how it will use that learning to improve the hiring guidelines and inform UO search practices.