

Procedures for Appointing and Charging Search Committees for Deans and Faculty Administrators Reporting Directly to the Provost¹

Guiding Principles

- **Consultation.** To attract and hire the best deans and faculty administrators, consultation and meaningful participation by all relevant stakeholders in searches are essential. This is consistent with principles of shared governance and helps to ensure that the process draws on the full breadth of our campus expertise and best reflects the needs of the units led by these administrators.
- **Transparency.** To help foster the success of newly hired deans and faculty administrators, and by extension their units, the search process must be transparent so that stakeholders trust it to be criteria-based, unbiased, and responsive to their input.
- **Equity.** It is vital that institutions of higher education such as UCR are intentional about creating campuses that are reflective of the diverse students and communities we serve, and that aspire to create equitable spaces for teaching, learning, and research. The Provost is committed to constituting search committees that appropriately represent the diversity of our campus, and conducting searches that are transparent, inclusive, and deliberately designed to avoid bias. Other schools, colleges, and units at UCR are encouraged to do the same.

Appointing the Search Committee

1. When preparing for the search, the Provost will consult with the Chair of the Committee on Committees (COC), the Vice Chancellor for Diversity, Equity, and Inclusion (VC-DEI), and the chair of either (1) the Faculty Executive Committee (FEC) of the relevant college/school for a dean search, or (2) an appropriate Senate standing committee, if one exists, for other faculty administrator searches.
2. The purpose of this initial consultation is to discuss the search needs, the appropriate scope and composition of the committee, and to receive feedback on possible candidates for the committee chair, the Affirmative Action Compliance Liaison (AACL), and regular members.
3. The Provost will consult similarly with the Staff Assembly President. Upon request, the Provost also will meet with the full membership of the relevant FEC or other Senate standing committee.
4. The Provost will appoint a committee chair and an Equity Advisor who will serve as the AACL.
5. The Provost will forward the list of administrative appointments (confirmed and anticipated) to the COC via the Senate Chair. The list will include brief rationales for each appointment, and placeholders for other members such as Staff Assembly and student nominees to be solicited by the Provost. The Provost also will include a request for Senate representatives, along with suggested guidelines on relevant experience and rank, and possibly some suggested faculty members.
6. The COC will, at its discretion, consult with the relevant FEC or standing committee, and any other appropriate members of the Senate (e.g. department chairs), to develop a slate of faculty

¹ APM 240 and APM 246 address appointments and reappointments of deans and 100%-time faculty administrators. This document, which applies to both 100%-time and part-time faculty administrators, is intended to complement and not supersede those policies.

candidates equal in number to the Provost's appointments. The slate of candidates with brief rationales will be shared with the Provost for feedback before invitations are extended.

7. The COC will extend invitations, make appointments, and send the final slate to the Provost with brief rationales for each appointment.
8. The Provost will combine the Provost's and COC appointments with the Staff Assembly and student nominees to establish the search committee membership. The membership will be shared with the VC-DEI to ensure the membership is appropriately representative.
9. The Provost will notify the Senate Chair, the Staff Assembly President, the VC-DEI, and the relevant FEC or standing committee chair of the final search committee membership, and will consult with these individuals if any changes to the committee membership are needed. If additional Senate members are needed, COC will be invited to make the appointments.

Role of the Search Committee

1. The search committee will be in charge of the search process, which includes but is not limited to: reviewing the job description and suggesting changes before the position is advertised, communicating the priorities for the position, determining how the position will be advertised, building the candidate pool, reviewing applications, interviewing semi-finalist candidates, providing opportunities for stakeholders to participate at multiple stages in the search process, and selecting the finalist candidates. Staff/HR support will be provided to the search committee. Search firms often play an important role in these searches. They are particularly helpful in locating potential candidates, vetting candidates, providing recommendations with respect to process, managing the administrative elements of the search, and doing background checks.
2. Before advertising the position, the Provost will convene the search committee to discuss the search process and goals, and determine how best to consult with stakeholders about the job description and the priorities for the position. The VC-DEI (or their delegate) will lead a training and discussion focused on avoiding bias in the search process. A copy of these guidelines will be provided to each committee member.
3. The search committee will be responsible for providing opportunities for stakeholders to participate at multiple stages in the search process. This may take the form of town hall meetings at the beginning of the search process to discuss goals and priorities, a campus-wide request for candidate nominations, an online survey to collect feedback about candidates, etc.
4. The search committee will advise the Provost on the campus visit structure for final candidates, and provide recommendations for ensuring broad input from stakeholders.
5. At the conclusion of the finalist interviews, the Provost will meet with the search committee to discuss the finalists prior to making the final decision. Campus feedback on the candidates, such as might be collected through a survey, as well as public record search results will be shared in advance.
6. At the conclusion of the search process, the search committee will be invited to collect feedback from stakeholders about the search process itself. The search committee will provide a summary assessment of the search process and submit recommendations to improve the process for future searches.
7. If for any reason, the above procedures do not yield an acceptable candidate, the Provost will ask the committee to continue the search. Should a new search committee become necessary, the above procedures shall be initiated from the beginning.