

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

[APM 240](#) and [APM 246](#) address appointments and reappointments of deans and 100%-time faculty administrators. These procedures, which apply to both 100%-time and part-time faculty administrators, are intended to complement and not supersede those policies. These procedures also supplement the [Academic Recruitment Procedure](#) by providing more detail regarding search committee creation and certain aspects of covered recruitments. Copies of these procedures and the Academic Recruitment Procedure will be provided to search committee members, who are expected to familiarize themselves with their provisions.

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 effectively support 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 robust search committees reflecting diverse scholarship, perspectives, and experiences, and conducting searches that are transparent, inclusive, and deliberately designed to avoid bias.

Refer to Section III General Principles, Roles, and Responsibilities of the Academic Recruitment Procedure for more details on recordkeeping, nondiscrimination, confidentiality, and conflicts of interest.

Appointing the Search Committee

1. When preparing for the search, the provost will consult with the Chair of the Committee on Committees (COC) 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 [Compliance Liaison](#), 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 will consult with the Vice Chancellor for Diversity, Equity, and Inclusion to appoint an Equity Advisor who will serve as the Compliance Liaison.
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 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. The slate will be shared with the Compliance Office and Vice Provost for Administrative Resolution to ensure all candidates are in good standing.
7. The COC will extend invitations, make appointments, and send the final slate of faculty committee members 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.
9. The provost will notify the Senate chair, the Staff Assembly president 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's role is detailed in the Academic Recruitment Procedures and 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 ("long list") candidates, providing opportunities for stakeholders to participate at multiple stages in the search process, and selecting the finalist ("short list") 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 the process, managing the administrative elements of the search, and conducting 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. All search committee members will be required to take training focused on avoiding bias in the search process.

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 other information culled by the search firm, if applicable, 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.

Additional Guidance

1. When possible, the entire search process should be managed in UC Recruit to help ensure adherence to policy and to facilitate records management.
2. UCR Human Resources and/or the search firm shall review all applicants who have applied by the deadline to determine whether the minimum qualifications are met. Candidates who do not meet the minimum qualifications may not proceed to the next stage of the recruitment process.
3. Before the search committee begins its evaluation of qualified applicants in the pool, the Compliance Office will conduct a review of the pool to ensure alignment with the established recruitment plan and nondiscrimination programs. See [Academic Recruitment Procedure](#), Section V, Step 5.
4. The evaluation of applicants in the pool by the search committee produces a “long list” of semi-finalists. This is a required step. See [Academic Recruitment Procedure](#), Section V, Step 6.

Approval and Revision History

These procedures were issued in December 2021, updated in July 2025 and May 2026 to clarify the appointment and role of the Search Committee and to reference the Academic Recruitment Procedure.