

Appendix E
Procedures for the Search for, and the Review
of Academic Deans

I. Preamble

Because of the vital importance of the office of dean in shaping and implementing policies of the university, the faculty and the administration should play a joint role in various phases of the search for and review of deans. This document describes this role and defines the procedures for the search for and the review of academic deans.

The purpose of a review is to provide a systematic and constructive procedure to determine whether the continued service of an incumbent dean or director is in the best interests of his or her college, school, or institute and of the university. The purpose of a search is to identify the most suitable candidates to lead a college or school when the deanship or directorship becomes vacant.

II. Procedure for Dean Review

A dean shall be appointed for an initial term of six years. Each renewal term will be for one three-year period, with a second three-year period following a positive review by the Provost. Each such six-year period shall be subject to the following review process:

- A. At the beginning of the fall semester preceding the last year of the term of an academic dean, the incumbent should inform the Provost concerning his or her wishes for continuation in the post after the expiration of that term. Upon negative indication, the procedures of Section III shall be initiated. Upon positive indication, the Provost shall appoint a review committee in accordance with Section VI.
- B. The review committee shall meet with the incumbent, the Provost, the President, and other members of the administration to secure such information as it may need to assess the nature of the incumbent's duties and any special conditions placed upon the office of the dean or director at the time of appointment.
- C. Opinions shall be solicited by the review committee from the academic unit heads and other members of the dean's constituency; from student representatives, staff, and other sectors of the university; and from independent outside sources if such inquiry is deemed useful.
- D. The review committee shall weigh the information so obtained and submit a written report including a recommendation to the Provost on the renewal or the replacement of the dean or director. The report shall state the reasons for non-renewal, if such is recommended. In the case of renewal, it may also include constructive suggestions for possible improvements. The report also shall be transmitted to the dean.
- E. The Provost shall respond promptly to the review committee concerning the recommendation made. If the Provost disagrees with the recommendation of the review committee, the reason(s) for disagreement shall be communicated to the committee. The University Faculty Council also shall be informed in such an event. The final decision by the Provost then shall be communicated to the dean.

- F. In the event of non-renewal, the search procedures set forth in Section III shall be initiated. If the selection of a successor has not been made by the end of the incumbent's term, the Provost may grant a temporary extension of the term (at most for one year) or appoint an acting dean until the position is filled. The review committee may be reappointed by the Provost to serve as the new search committee.

III. Procedure for Search

- A. When a dean vacancy occurs or is imminent, the Provost shall so inform the University Faculty Council. In order to ensure the orderly functioning of the affected college or school, the Provost may either appoint an acting dean or convene an ad hoc committee to assess the existing circumstances of the college or school, and, if necessary, to recommend an interim dean. (In the case of a college with departments, the ad hoc committee shall consist of the academic unit heads within the college. In the case of a college or school that is an academic unit, the committee shall consist of the tenured faculty members of the college or school. For the purpose of selecting a permanent dean, the Provost shall appoint a search committee according to the rules of Section VI. The formation of a search committee shall be completed within two months after the Provost has been informed of a vacancy, whether or not an acting or interim dean has been, or will be, appointed.
- B. The search committee shall review the conditions and needs of the college or school according to the guidelines described in subsections II.B. and II.C., and shall consider recommendations from the ad hoc review committee, if one was formed pursuant to Section II. The search committee shall also appraise the availability of candidates from within the university.
- C. Based on its foregoing review and appraisal, and after consulting with the Provost, the search committee shall make a formal recommendation as to the desirability and feasibility of an internal search versus a full search as well as to a practical timetable for the search in view of the specific circumstances. The Provost shall respond promptly to the recommendations of the search committee and specify its charge for the search. In case the intended charge should differ from the committee's recommendations, the Provost shall explain the reasons for disagreement to the committee. The University Faculty Council also shall be informed in such an event.
- D. Upon initiating the search phase of the plan, the search committee shall seek nominations and applications for the vacant position, with all information on possible candidates being submitted to the chair of the committee. In the case of an internal search, there shall be a general announcement within the university that such an opening exists, along with an invitation to submit nominations and applications. In the case of a full search, there shall be nationwide advertisement of the vacancy soliciting qualified candidates, in addition to the above. Candidates from within the university are eligible for consideration in a full search.
- E. The search committee shall endeavor to contact all candidates who, after initial screening, appear to be qualified for the position. To be qualified, a candidate not currently holding tenure at IIT must be of such professional stature that a subsequent positive recommendation for the award of tenure by the University Committee on Promotion and Tenure is highly likely. Upon confirming the interest on the part of the candidates, the committee shall, in consultation with the Provost, invite the most promising individuals for campus visits.
- F. Each candidate interviewed by the committee shall also meet, whenever possible, with the President, the Provost, the chairs of the departments, and other members of the prospective future constituency of the

candidate and, whenever appropriate, other vice presidents, academic deans, vice provosts, as well as other individuals of the candidate's choice.

- G. After interviewing the appropriate candidates and consulting with the department chairs of the dean's constituency, the search committee shall prepare a list of at least three individuals (or fewer with the concurrence of the Provost) who are acceptable to the search committee. A nominee not currently holding tenure at IIT also shall be considered for the award of tenure by the University Committee on Promotion and Tenure, whose recommendation shall be referred to the Provost.
- H. The Provost shall forward the search committee's recommendation to the President, along with his or her own recommendation. The President may offer the position to one of the individuals recommended by the search committee and the Provost provided the University Committee on Promotion and Tenure recommends awarding tenure upon the candidate's acceptance. In case the position cannot be filled with one of the nominees, additional nominees may be requested from the search committee, or the search may be reopened.
- I. If the initial search is internal and no acceptable nominee is found or none of the nominees accepts the offer, the Provost shall instruct the search committee to initiate a full search.

IV. Procedure for the Replacement of Academic Deans

- A. Upon written petition to the Provost signed by two-thirds of the faculty of a dean's constituency, the Provost shall appoint a review committee according to the rules of Section VI, below. The review committee shall follow the procedures set forth in Section II, above, and report its recommendation to the Provost. In the event that retention is thus recommended, this procedure may be substituted for the normal periodic review established by Section II, provided such review is initiated within one year of the time when normal periodic review should occur.
- B. The Provost may relieve a dean from all duties pertaining to his or her administrative position at any time during the term of office. The procedures set forth in Section III, above, then shall be initiated.

V. Constituencies

The constituency of the dean consists of all full-time faculty of the respective college or school.

VI. The Review and the Search Committees

- A. The same rules, stipulated below, apply to both review and search committees. These committees are appointed by the Provost in consultation with the University Faculty Council. They represent the constituency of the dean and the university at large working with the administration in reviewing and conducting searches for academic deans. The committees report to the Provost. They may also consult the University Faculty Council on matters of concern.
 - 1. Each committee, except as noted, shall consist of no fewer than seven voting members constituted as follows:
 - a. There shall be no fewer than five faculty members, four of whom shall be from the constituency of the dean. Three or more appointments shall be made from a list of no fewer than six nominees prepared by the University Faculty Council in consultation with member groups of the

dean's constituency. Committee members shall be chosen, insofar as possible, to represent evenly the member groups of the dean's constituency and to approximate the ratio of two tenured to one non-tenured faculty member;

- b. One person selected by the Provost from the ranks of deans, chairs, or other administrative academic personnel of the university;
 - c. In the case of a college with departments, one department chair from the college nominated by the chairs of that college. In other cases, one academic unit head nominated by the academic unit heads;
 - d. A student nominated by the Provost in consultation with the appropriate constituencies as a non-voting member; and
 - e. A representative of the general counsel's office, as a non-voting member, for consultation on equal opportunity and affirmative action issues, and such other consultants, as nonvoting members, up to a maximum of three, as the Provost may choose. Voting rights will be granted to one consultant if she/he is also a member of the Board of Trustees.
2. The chair of the committee shall be selected by the committee through election from those among its members who are tenured faculty members and shall be appointed by the Provost. Internal processes and procedures of the committee shall be conducted in an objective and even-handed manner to ensure the attainment of the goals of the review or search, as stated in the Preamble.
 3. Any replacement of a committee member as the result of resignation or inability to serve shall be appointed by the Provost from the same category as that of the member being replaced.

VII. Equal Opportunity

In all instances, university procedures for assuring equal opportunity in employment shall be observed.