

## **Guiding Principles and Best Practices for Faculty Involvement in Dean Search and Review Committees**

### **University of California, Irvine**

Approved by the Committee on Committees (COC) on June 12, 2023 and by the Senate Cabinet on June 20, 2023.

Shared governance and faculty consultation are cornerstones of the decision-making process at the University of California. The authority for Dean appointments and reviews falls to the Chancellor or their designee (the “Administration”) as detailed in the Academic Personnel Manual, APM 240:

APM 240-24: “The Chancellor has the authority to appoint and reappoint a Dean...”

APM 240-10: “Each Chancellor shall develop criteria for appointment of a Dean.”

Faculty involvement, consultation, and participation in these search and review processes are critical and reflective of the unique needs of academic and professional schools and units.

### **Selection and Constitution of Dean Search and Review Committees**

1. The Administration will keep the Senate Chair abreast of anticipated search/review needs and relevant circumstances of significance, seeking consultation as appropriate.
2. The Administration will consult directly with the School Faculty Executive Committee and invite nominations for the search/review committee when preparing for the search/review.
3. The Administration will request nominations from the Academic Senate for search and review committees; the request will include a tentative list of no more than 12 proposed members.
4. The Academic Senate (the Senate Chair and COC) will submit between 4-8 faculty nominations for service on the committee. Senate endorsement of nominee(s) from the Provost’s tentative list will count towards the 4-8 nominations.
5. The Administration will confirm the nominees’ availability and willingness to serve, determine nominees’ willingness to maintain confidentiality, and ensure that there is no conflict of interest.
6. The Administration will appoint the search or review committee.
7. Half of the **search** committee membership will be comprised of faculty members without administrative titles including Dean, Associate Dean, or Chair. The committee will include at least three (3) of the faculty nominated by the Academic Senate as long as this is consistent with a final composition that is appropriately diverse.
8. Half of the **review** committee membership will be comprised of faculty members without administrative titles including Dean, Associate Dean, or Chair. In order to avoid conflict of interest, any faculty with administrative titles appointed to the committee should be from academic schools or units other than that of the Dean under review. The committee will include at least three (3) of the faculty nominated by the Academic Senate as long as this is consistent with a final composition that is appropriately diverse. If the review is for a third term, at least one member external to the campus is expected to serve on the committee.
9. The Administration will share this *Guiding Principles and Best Practices* document with the membership of the search or review committee as part of the committee charge.

10. The Administration will notify the Academic Senate of the committee membership once members have been appointed.

### **Dean Search Committee Procedures**

1. The search committee will be in charge of the search process, which includes but is not limited to, reviewing the job description, communicating the priorities for the position, determining the candidate pool, interviewing candidates, ensuring that the faculty have the opportunity to participate at multiple stages in the search process, and proposing the finalists for consideration by the Administration. Search firms often play an important and instrumental role in Dean 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. The Administration will convene the search committee to discuss search process goals and determine how best to consult with the faculty about the job description and the priorities for the position.

3. The search committee, in consultation with the Administration, will advise on the most appropriate manner for final candidates to be interviewed, and provide recommendations for balancing confidentiality needs while ensuring broad faculty input.

4. The search committee will create a mechanism by which all faculty can participate in appropriate stages of 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 school-wide request for candidate nominations, an online survey to collect feedback about candidates, etc.

5. At the conclusion of the candidates' campus visits, the Administration will discuss the finalists with the full search committee prior to making the final decision. When this is not feasible, the Administration may meet with the committee chair in lieu of the full committee, in which case the chair shall convey the committee's recommendations.

6. At the conclusion of the search process, the Administration may invite the search committee to provide an assessment of the search process and make recommendations to the Academic Senate to strengthen shared governance and faculty consultation in future Dean searches.

7. If, for any reason, the above procedures do not yield an acceptable candidate, the Administration will ask the committee to continue the search. Should a new search committee become necessary, the above procedures shall be initiated from the beginning.

### **Dean Review Committee Procedures**

1. The review committee will evaluate the Dean's performance during the review period, which may include review of faculty statements and written input from the Council on Academic Personnel (CAP), the Academic Program Review Board (APRB), and other Senate councils deemed relevant.

2. The review committee should have access to documents pertinent to the review including a self-evaluation composed by the Dean, the unit's most recent strategic plan and school review, and other items submitted by the Dean.

3. The Dean review committee will send out a call to all faculty in the school for written evaluations of the strengths and weaknesses of the current Dean, along with recommendations for improvements, and, if desired, an indication of whether the Dean should be reappointed.

4. In addition to soliciting letters, the committee will be charged with determining the most effective means for assessing the performance of the Dean with different constituents (faculty, staff, students, community, etc.). This might include providing the opportunity for individuals to provide verbal feedback directly to the committee or generating an electronic survey to collect feedback anonymously.
5. All written evaluations shall be reviewed by the committee.
6. The review committee may request additional information about the school or Dean through the staff member supporting the committee.
7. The review committee will prepare a consensus report to the Administration that includes a recommendation regarding reappointment/non-reappointment, including the desired term of appointment. All materials shall be treated with strict confidentiality.
8. At the request of the committee the Administration will meet with the committee to discuss its recommendations, including whether the Dean should continue, and if so, any guidance and suggestions for the next term.