

SUGGESTED PROCEDURE FOR CONDUCTING DEAN SEARCHES

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College deans occupy positions of great responsibility, charged not only with representing their colleges and the university in many settings, but also with providing intellectual leadership for their faculty, and above all, guaranteeing the quality of students' education. To identify candidates capable of such work, the search committee and provost must closely coordinate their efforts to ensure that the president, who has ultimate responsibility for making the appointment, feels confident that all relevant factors have been considered and that the appointee fits the university's expectations.

The following plan describes the strongly recommended steps the provost and search committee will typically take in dean searches. Although each step is strongly recommended, the process described should neither be followed rigidly nor disregarded. In some cases, the participants in the search may see need to subtract, add, or modify the elements described as a result of disciplinary differences, market conditions, advice from the search firm, or other unforeseen circumstances. Thoughtful changes that are mindful of the intent of this procedure are permissible and encouraged. In general, the search committee handles the detailed evaluation of candidates' qualifications, the provost coordinates and oversees the overall search process, consults regularly with the president and committee chair throughout the search, and makes a final recommendation to the president. The final decision on all dean appointments, however, rests with the president.

Preparing for the search: Open or closed searches

Before constituting the search committee, the provost will consult with the College faculty (in a face-to-face meeting, where practical) to provide information about the search and expected timeline. One key consideration to discuss is whether the search will be "open" (meaning the finalist candidates' identities will be disclosed to the faculty and public) or "closed" (meaning the finalist candidates' identities will only be known to those conducting the search). Each approach has advantages and disadvantages which may be more or less relevant in any particular search. Open searches allow greater participation of the faculty and other members of the university community. Some argue that closed searches typically produce larger and better pools of candidates because they include those who would not be willing or able to pursue the position publicly. After a full discussion weighing such factors, the faculty will advise the provost on their preference for an open or closed search and the reasons for that preference. The faculty will determine their preference at their sole discretion, which can include a secret ballot vote of all eligible faculty.

Choosing a search committee chair and members

The provost appoints a committee chair in consultation with faculty, department chairs, and other members of the provost team. Committee chairs need to be highly respected as faculty in their colleges, experienced, reliable, discreet, and discriminating.

For an open search, the provost will invite the committee members, including internal faculty representatives, a faculty member from outside the college chosen from a list of nominees proposed by the Academic Senate, a distinguished alum/trustee, a dean from another college, a staff member and a student. The provost should choose search committee members with an eye

to expertise, diligence and willingness to invest time in the search. The provost should also consider the representativeness and diversity of the members when making selections.

For a **closed search**, the internal faculty representatives will be elected by College faculty. The provost can make additional faculty appointments to produce acceptable representativeness and diversity. If staff members and/or students are desired, they will be elected by the faculty. **The provost will appoint a faculty member from outside the college (from a list of nominees proposed by the Academic Senate), a distinguished alum/trustee, and a dean from another college, a staff member and a student.**

A provost or college staff member will be assigned to work with the committee chair and handle tasks such as providing administrative support, scheduling rooms and meetings, handling hotel and flight reservations, and managing relations with the search firm and the candidates.

Once seated, the provost will meet with the committee and deliver the charge, which will include listening sessions, the timeline for the search, and the work product: a written evaluation of each finalist. The committee's role is to advise the provost and president whether, from their perspective, each finalist is highly acceptable, acceptable, or unacceptable, and to identify strengths and weaknesses for each. The committee and the provost will discuss the particulars of the search and the provost will answer any questions from the committee members.

Preparing the committee members

Before the committee begins the search, it should meet with the Executive Director of the Office of Diversity and Inclusion to discuss strategies for encouraging diversity in the applicant pool; the Vice President for Mission and Ministry to discuss the role of the Jesuit, Catholic mission of Marquette in guiding their work; and the General Counsel and the Director of Human Resources to ensure that it adheres to legal requirements and best business practices.

Choosing a search firm

Universities routinely employ search firms to conduct dean searches, in order to gather a better pool of candidates, guarantee a back-channel through which candidates can confidentially explore a position, provide more expert comparison of candidate strengths and weaknesses, conduct thorough reference checks, and relieve faculty search committees of correspondence and scheduling tasks. If decided by the search committee and provost that the use of a search firm is necessary, the committee will choose a search firm in consultation with the provost.

Once chosen, the search consultant should attend early meetings of the search committee to help structure the search and solicit the information needed to do its work. Search firms are typically central to the process of developing the job description, the position announcement, and candidate profile. The search firm will typically assist the committee in conducting interviews, focus groups, and meetings with faculty, staff, administrators, and other stakeholders to develop the search profile. The act of writing the draft position announcement is an important early step in helping the committee work together as a group, and it allows important questions to surface (e.g., how much weight do we want to give a candidate's scholarly record?) so that they might be addressed early in the process in collaboration with the provost and president.

Conducting the search

The search firm will assist in structuring the search and in conducting key search tasks, including; advertising the position, identifying and contacting potential candidates, initial screening for minimum qualifications, arranging for airport interviews, coordinating candidate schedules, and conducting reference checks. Search committee members should solicit names of potential candidates from their professional networks, but they should allow the search firm to make the initial contact both to ensure equal treatment and to assure candidates of confidentiality.

Developing slates of candidates

As the search firm identifies candidates and completes its preliminary research on them, working closely with the committee chair, it begins to share with the search committee slates of candidates it has developed from its own research or from applications or nominations it has received. The search firm representative reviews each qualified candidate, offers initial impressions, and answers questions from the committee. The committee then deliberates further on its own and decides whether any of these candidates would be worth an airport interview.

Conducting airport interviews

After it has identified a short list of promising candidates, the staff and search firm should arrange airport and/or phone interviews. It should share with the provost the CVs and letters of any candidates chosen for a preliminary interview.

These preliminary interviews are typically one to 1.5 hours long. The provost will also usually hold a 20-minute meeting with each candidate. In preparation, the committee decides on key questions it wants to ask, and identifies members who will take the lead in asking those questions. When conducting the interviews, the committee should recognize that, beyond its immediate task of evaluating the credentials of the candidates, it is also trying to encourage candidates' interest in, and enthusiasm for, working at Marquette.

Addressing mission and diversity questions in the hiring process

The search committee should make sure that it talks explicitly about the Jesuit, Catholic mission of Marquette with each candidate, and emphasizes the importance of mission and diversity leadership as a factor in our evaluation and choice of deans. Candidates should be told that these topics will be raised by a variety of groups they meet in the course of a campus interview. All finalists are asked to meet with Marquette's Vice President for Mission and Ministry and the Director of the Office of Diversity and Inclusion, during the campus interview. Dean candidates of any race, ethnicity, faith, and sexual orientation are welcome at Marquette. Questions asked during the interview will address the candidate's familiarity and alignment with Catholic and Jesuit pedagogy and philosophy of education; understanding of research as a constitutive element of the mission; understanding of key diversity and inclusion issues and enthusiasm for supporting our diversity and inclusion goals within a Jesuit university context; ability to work collaboratively with colleagues in the college and at the level of senior leadership; and comfort with questions of faith and transcendence in the university community and student learning experience.

After the interviews, the committee deliberates on what it has heard and begins to decide whether each candidate might be a possible finalist. To use its time and money well, the committee should expect to conduct no more than 8 to 10 preliminary interviews in most searches. Throughout this process, the search firm representative will communicate directly with the

committee chair, who in turn will communicate regularly with the provost to update the search's progress. The provost will update the president as needed.

Recommending finalists for campus interviews

After it has conducted its airport interviews, the committee identifies a short list from which it chooses as many as three finalists for campus interviews. With permission from the provost, the committee can invite more than three candidates, but only when it is absolutely convinced that a fourth or fifth candidate is equally competitive. Before finalists are contacted, the search firm can begin to contact references provided by the candidate. After recommending its finalists but before inviting anyone to campus, the committee should meet with the provost and president to affirm that all parties consider those finalists viable.

For **open searches**, the committee chair should ensure all candidates understand that coming to campus is a public event which will be noticed in the press or on the Internet, and recommend that the candidate inform key people on their home campus before Marquette announces his or her visit.

Bringing candidates to campus

The staff member and administrator assigned to the committee work with the chair to schedule a two-day campus visit. The committee may consult prior dean search visit schedules to design the visit, although there will be differences by college and whether the search is open or closed.

Making an offer

Evaluating finalists

Typically, within one week after the last finalist has visited campus, the committee should meet to compare their impressions of the candidates, discuss the evaluations they have received from others, and hear the results of the search firm reference checks and other inquiries committee members have made. Before beginning its deliberations, the committee should receive all of the available written feedback from stakeholders who have met with the candidates or attended any of the public forums. The committee should treat all such feedback as confidential.

Once this deliberation is complete, the committee chair should prepare a brief summary of the committee's discussion of the strengths and weaknesses of each candidate, and evaluate each candidate as highly acceptable, acceptable, or unacceptable. That report is shared with the provost and the president.

Consulting with the search committee

After the committee has completed its review, the provost should schedule a follow-up meeting with the committee and search consultant to discuss the committee's evaluations of each candidate in more detail. The president may choose to participate in this meeting.

Consulting with University Academic Senate

Prior to extending an offer, per UAS guidelines, the UAS Executive Committee will be invited to discuss and evaluate the candidates.

Further Reference Checks

Before an offer is extended to any finalist, the search firm will conduct “off-list reference checks.” The firm will contact the candidate for permission to conduct such checks and will ascertain who the candidate would bar from such a check and honor that request.

Consulting with the president

Throughout the search process, regular contact between the provost and the president, and between them and the committee chair, is crucial. The finalists discussed at the end of the process should all be realistic and serious aspirants to the position. The mode of communication should be dialogic, with committee chair, provost, and president all feeling free to ask questions, and expecting that their concerns will receive a full and fair hearing.