

Report and Recommendations from the 3-3-3 Committee on Administrative Searches

Overview and Context

The current collective bargaining agreement (1 July 2013 – 30 June 2016) includes a letter of understanding regarding faculty representation on searches that states: “A committee composed of members designated by the AAUP, the Provost, and the Faculty Senate shall develop and recommend a policy that provides for meaningful representation of faculty in searches of academic administrators, including Provost and Deans, to ensure a broad range of views.” The 3-3-3 committee was formed in response to that. Committee members representing the AAUP, Faculty Senate and Provost were appointed as follows:

- **AAUP**
 - *Theodore Davis, Jr.* Associate Professor, Political Science and International Relations
 - *John Morgan.* Associate Professor, Physics and Astronomy
 - *Michelle Parent.* Associate Professor, Medical Laboratory Sciences
- **Faculty Senate**
 - *Brian Ackerman.* Professor, Psychology
 - *Martha Buell.* Professor, Human Development and Family Studies; Faculty Senate Vice President
 - *Deni Galileo.* Associate Professor, Biological Sciences; Faculty Senate President
- **Provost**
 - *Kristi Kiick.* Deputy Dean, College of Engineering
 - *Nancy Targett* (committee chair). Dean, College of Earth, Ocean, and Environment
 - *Kirk Williams.* Chairperson, Department of Sociology and Criminal Justice

The committee met 12 times between December 2013 and May 2014.

Discovery

The committee focused its discussions primarily on academic administrative positions whose titles include the word Dean or Provost, but feels that its recommendations should apply to other senior administrative positions that are directly concerned with academic matters. As part of the discovery process, the committee assessed the following:

- **Current and past UD search practices.** These included information from the UD HR website, a recruitment manual aimed primarily at faculty and staff and discussions with HR staff (Tom LaPenta and Jared Aupperle), the interim Vice Provost for Faculty Affairs and Diversity (Margaret Andersen), and former Provost Dan Rich. The discussions were particularly informative and helpful.
- **Peer and Aspirant Peer Institutional Practices.** These included searches of a sampling of institutional websites by 3-3-3 committee members and phone conversations with 10 institutional representatives by HR (Jared Aupperle), including: UNC Chapel Hill, Boston College, Georgetown, Brown, University of Virginia, SUNY, University of Wyoming, George Mason, Carnegie Mellon, Virginia Tech.
- **Search Firm Practices.** These included a discussion with a representative number of search firms regarding their current practices and the rationale for these practices, including: Diversified Search, Storbeck-Pimmentel, NonProfit HR.

Recommendations

The committee’s **preferred procedure** addresses four key components of administrative searches: the search process itself, the composition of the selection committee, confidentiality, and outcome.

- The **process** of selecting a candidate should always be transparent. Shared governance is a hallmark of the University of Delaware. In keeping with that tradition, the committee recommends absolute transparency around the issues of who, what, when, where, and why in initiating a search for an academic administrative position.
- Every effort should be made to include/engage a **representative** group of faculty on the committee. Academic administrative positions directly affect the governance of an institution. As such, faculty input into academic administrative search decisions is critical. While no single group of faculty can ever represent the full spectrum of intellectual diversity and views of a University faculty, efforts need to be made to ensure multiple perspectives are represented. The individual responsible for convening the search should solicit advice/representation from faculty stakeholder groups (e.g., department/college faculty, Faculty Senate, AAUP, as appropriate) when populating search committees to ensure broad faculty representation. Searches for positions that include the word Provost in the title should always include consultation with the Faculty Senate.
- **Confidentiality** might be desired in the early stages of the process (until the selection of the final short-list of candidates). Often in administrative searches candidates will prefer that the process remains confidential, at least until the stage where final short-list of candidates is identified. The committee understands the desire for confidentiality during the early stages of an academic administrative search but strongly recommends that once the final candidates are identified, the process be open and engage the full academic community. The process always should be defined at the outset so that it is transparent to candidates and to the University community.
- The **outcome** of the process is that final short-listed candidates should be interviewed in an open and transparent manner that maximizes their engagement with the University community. The opportunity for final short-list candidates to engage with the University community in the final stage of the interview process allows for honest and open mutual assessment (University of the candidates and candidates of the University) and is in the best interest of both the University community and the successful candidate.

An open and transparent search for academic administrators is **always** preferred for the reasons articulated above; however, there may be rare instances when a **completely confidential** search may be considered. It is particularly important that a completely confidential search engage members of the university community (as appropriate to the search) in developing the context and criteria that will help drive the search to a successful outcome. This should be implemented as follows:

- **Present the rationale for a completely confidential search.** The desire for a completely confidential search process is first identified by the person convening the search. That individual is responsible for developing the rationale for a completely confidential search and broadly asking if such an approach would be acceptable to the affected faculty. The rationale and approach should be clearly articulated to faculty in the appropriate unit, especially in cases where a difference in opinion about the need for a completely confidential search may exist.
- **Maintain transparency in the process for a completely confidential search.** The faculty in the unit should be informed of the plan for a completely confidential search and have the opportunity to advise and comment on the search plan. In cases where the position title includes the word Provost, advice and input should be solicited from the Faculty Senate. As with searches that are not completely confidential, it is expected that the search committee would include a representative and diverse cross section of the faculty, as appropriate. In addition, for a completely confidential search for a position title that includes the word Provost, the Faculty Senate and the AAUP should both have a member designated on the search committee. This should be done in accordance to Faculty Senate/AAUP protocol. It is also expected that there

would be broad involvement of the members of the University community (as appropriate to the level of the completely confidential search) at the outset in order to solicit comments on specific individual candidate attributes. The search committee would use this information for context during the confidential search process.


- **Non-academic senior administrative searches.** The committee was charged with developing recommendations for academic administrative searches and focused specifically on those that included the word Dean or Provost in the position title. However, the committee feels that it is worth noting that the spirit of inclusion and transparency embodied in the recommendations for academic administrators should be readily transferred to other non-academic senior administrative searches at the University of Delaware.

In the case of **new administrative positions**, the administration should consult with the Faculty Senate (in the case of university-wide positions, such as in the Provost's office) or faculty in the appropriate college (in the case of a dean's office) regarding scope and need for the position. This is in accordance with the guidance provided by the Board of Trustees in their bylaws (Section 3.2.4.12) stating that it is the responsibility of the faculty to consider and make recommendations for "the establishment or abolition of administrative offices that are directly concerned with academic matters."

The recommendations above represent the consensus of the committee and are affirmed by the members' signatures below.



Brian Ackerman. Professor, Psychology



John Morgan. Associate Professor,
Physics and Astronomy



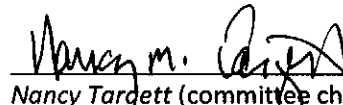
Martha Buell. Professor, Human Development
and Family Studies; Faculty Senate Vice President



Michelle Parent. Associate Professor,
Medical Laboratory Sciences



Theodore Davis, Jr. Associate Professor,
Political Science and International Relations



Nancy Targett (committee chair). Dean,
College of Earth, Ocean, and
Environment



Deni Galileo. Associate Professor, Biological Sciences;
Faculty Senate President



Kirk Williams. Chairperson, Department
of Sociology and Criminal Justice



Kristi Kiick. Deputy Dean, College of Engineering