

**INDIANA UNIVERSITY
SEARCH AND SCREEN PROCEDURES FOR SENIOR ADMINISTRATORS**

DRAFT: February 20, 2006

PURPOSE:

To state University policy concerning the search process for filling vacancies in senior administrative positions or filling openings for newly created positions.¹

GENERAL POLICY:

Applicability

It is the policy of Indiana University that senior administrative officers shall be chosen through a formal process referred to as search and screen. Implementation of the search and screen process is the responsibility of the appointing officer. The appointing officer is the next highest administrative officer based on institutional reporting lines. In the case of dual reporting lines, the two appointing officers should work collaboratively in the appointment process. These procedures shall apply to the officers who comprise the executive administrative and academic leadership of Indiana University including (but not limited to, at the discretion of any appointing officer wishing to follow these guidelines for other searches): president, vice presidents, chancellors, provost, vice chancellors, vice provosts, deans, and members of the president's, or a chancellor's, cabinet.

Search Committee Size and Composition

Senior administrative search committees shall be no larger than is necessary to represent constituencies of the position. Membership of more than 10 is unwieldy. When the position to be filled bears on the teaching/research mission of the university or is the chief administrative officer for a campus, a majority of the members of the search and screen committee shall be from the faculty and shall be chosen by the appointing officer from a list of faculty on that campus recommended by an appropriate campus faculty body. In the case of officers whose functions span more than one campus, the number of faculty should be proportionally representative of the relevant tenure-eligible faculty and names should be sought from all appropriate faculty bodies. In addition to receiving nominees for search and screen committees from the faculty, the appointing officer is expected to solicit names of nominees from representative student and staff bodies as well as nominees drawn from other appropriate constituencies. The appointing officer will arrange for adequate staff and financial support for the activities of the search and screen committee.

Diversity, Affirmative Action, Due Diligence, and Confidentiality

Indiana University is committed to full diversity at all levels of the institution and Affirmative Action and Equal Employment Opportunity conditions must be fulfilled in all searches. To aid recruitment and consideration of people supported by federal affirmative action law, the appointing officer and campus groups that nominate search committee members shall make good-faith efforts to place

¹ Throughout this policy references are made to "the appropriate faculty body" or "faculty body". For administrative positions with less direct impact on the teaching and research mission of the University these references do not apply. Positions which do require faculty input or consultation in the search process are to be determined jointly by the appointing officer and the appropriate faculty body.

women, minorities, veterans, and persons with disabilities on the search committee. Due diligence is a crucial component of every search and the search and screen committee must be heavily involved in reference checking. Confidentiality is the foundation of a credible search committee and trustworthy search process. It is the intention of Indiana University to maintain the integrity of search processes by protecting applicant confidentiality. To encourage applications from those reluctant to "go public", the names of applicants will only be released to the campus or general public when a candidate becomes a finalist. Every search process should seek the appropriate balance between the confidentiality of smaller committees in the early stages of the search and the existence of open finalists with larger constituencies represented in the final stages of the search.

Search Committee Procedures

With respect to procedures outside of those described in this policy, the search and screen committee shall establish its own operating procedures consistent with the guidelines below. The search and screen committee shall make its recommendations in writing to the appointing officer. In the event that the appointing officer is unable or unwilling to appoint any of the nominees from those recommended, he or she must communicate this result with a statement of the reasons why and shall request further recommendations from the committee.

Hiring a Senior Administrator Without a Search

Each of these exceptions to a search and screen process require careful documentation of position information as well as the consultative and approval process used. Consultation with the Affirmative Action Officer is required. If tenure is to be granted, consultation with the appropriate faculty body is required.

Exceptional Hires. An appointing officer may, with the approval of the President, the president of the Board of Trustees, and the appropriate faculty or student body, hire senior administrators without a search where there is an opportunity to hire an individual who is well suited for the position considering the individual's gender, race and ethnicity; academic scholarship; teaching; exceptional achievements; outstanding leadership and service; or other special talents so as to confer a distinct benefit to the institution's mission.

Emergency Hires. An appointing officer may, with the approval of the President, the president of the Board of Trustees, and the leader of the appropriate faculty or student body, appoint individuals to a senior administrative position without a search in emergency situations. It is envisioned that this will not be the normal method of selection for these positions.

Interim Appointments. Finally, when a vacancy occurs in a senior administrative position or a new senior administrative position is created the appointing officer may name an interim appointee, with the approval of the appropriate faculty or student body. The interim appointment must not exceed a period of one academic year and a search committee must be appointed for a permanent replacement within 30 days of the vacancy. In the event that it is mutually desirable on the part of the appointing officer and the appropriate faculty body for an interim appointee to be designated the permanent appointee it must be approved by the Affirmative Action Officer, the President, and the Board of Trustees. It is envisioned that this will not be a common practice.

GUIDELINES FOR SEARCH AND SCREEN IMPLEMENTATION

1. Whenever possible, the search and screen committee should be appointed at least one semester before the position is available, and no more than 30 days after the vacancy appears or a new position is created. Appointing officers must minimize the use of 'acting' and 'interim' appointments.
2. The appointing officer shall appoint the chair of the search committee after consultation with the leader of the appropriate faculty body.
3. Job descriptions should be written by the appointing officer prior to the first meeting of the search committee. The search committee may review the job description and may recommend changes to the appointing officer; any changes must be discussed with the appropriate faculty body.
4. The appointing officer should convene the committee, with the appropriate faculty leader in attendance, as soon as practical, normally within two weeks of announcing the committee membership. The appointing officer should give the search committee a written charge stating names of committee members, the role of the committee consistent with this Policy on Search and Screen, the job description, the scope of the search, and timeline guidelines. Additional expectations may be stated in the written charge or discussed at the first meeting.
5. The use of a search firm, search consultant, and/or search advisory group, and the role that party will play in the search process, must be agreed upon by the appointing officer and the search and screen committee.
6. Search committees should establish operating procedures for the following:
 - Timelines and calendar
 - Record keeping
 - Affirmative Action/EOC Compliance
 - Advertising
 - Due diligence procedures
 - Development of the candidate pool
 - Responsibilities of the support staff
7. For positions not covered under this policy and to assure equal access to potential advancement opportunities, appointing officers should inform all faculty and staff in their unit of openings for administrative positions to be filled internally (thus not subject to these search and screen procedures), and solicit nominations and advice. Before filling internal positions with academic rank, the appointing officer must consult with the head of the representative faculty body and the Affirmative Action Officer.