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1 INDIANA UNIVERSITY
2 SEARCH AND SCREEN POLICY FOR SENIOR ADMINISTRATORS

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4 Draft: April ~~4~~11, 2006

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6 **PURPOSE:**

7 To state the ~~precepts and policies of the University concerning the search process used to identify~~
8 ~~candidates for vacant or newly created senior administrative positions and to provide guidelines for~~
9 ~~the fulfillment of these policies.~~ policy of Indiana University concerning the search and screen
10 process used to recommend candidates to the Board of Trustees for appointment to vacant or newly
11 created senior administrative positions and to provide guidelines for the fulfillment of these
12 policies.¹

13
14 **GENERAL POLICY:**

15 In order to ensure a breadth of relevant input, it is the policy of Indiana University that senior
16 administrative officers shall be chosen through a formal process referred to as search and screen.
17 Any variation from the regular search and screen policies enumerated below will require the
18 approval of the appropriate faculty governance body(ies) and the Affirmative Action Officer.

19
20 **Applicability:**

- 21 - This policy shall apply to the officers who comprise the executive administrative and
22 academic leadership of Indiana University including (but not limited to, at the discretion of
23 any appointing officer wishing to follow these guidelines for other searches): president, vice
24 presidents, chancellors, provost, vice chancellors, vice provosts, deans, and members of the
25 president's, or a chancellor's/provost's, cabinet. Any question regarding which officers fall
26 under these guidelines shall be resolved by consultation between the appointing officer and
27 the appropriate faculty governance body(ies) relative to the open position. Implementation
28 of the search and screen process is the responsibility of the appointing officer.

29
30 **Appointing Officer:**

- 31 - The appointing officer is the next highest administrative officer based on institutional
32 reporting lines. In the case of dual reporting lines, the two appointing officers work
33 collaboratively in the appointment process.

34
35 **Search Committee Size and Composition:**

- 36 - Senior administrative search and screen committees shall be no larger than is necessary to
37 represent constituencies of the position. Committees with 9-15 members may be optimal.
38 - When the position to be filled bears on the teaching/research mission of the university or is
39 the chief executive officer for a campus, a majority of the members of the search and screen
40 committee shall be drawn from those faculty who do not hold administrative appointments
41 and shall be chosen by the appointing officer from a list of faculty members recommended
42 by the appropriate campus faculty governance body(ies).

¹ This policy replaces all previous university and campus policies on search and screen procedures for senior administrators, including but not limited to: Search and Screen Procedures for Administrators (Board of Trustees, December 18, 1976), Search and Screen Procedures for Campus Administrators (Bloomington Faculty Council, February 7, 1995), and Search and Screen Procedures for Administrators (Indianapolis Faculty Council, January 15, 1998).

- 43 - In the case of officers whose functions span more than one campus, the number of faculty
44 appointed should be proportionally representative of the relevant tenured and tenure-eligible
45 faculty and names should be sought from all appropriate faculty governance bodies.
- 46 - In addition to receiving nominees for search and screen committees from the faculty, the
47 appointing officer is expected to solicit names of nominees from representative student and
48 staff bodies as well as nominees drawn from other appropriate constituencies.
- 49 - When the position to be filled bears significantly on student life issues, enhanced student
50 representation on the search and screen committee is desired.
- 51 ~~To this end, in addition to receiving nominees for search and screen committees from the~~
52 ~~faculty, the appointing officer is expected to solicit names of nominees from representative~~
53 ~~student and staff bodies as well as nominees drawn from other appropriate constituencies.~~
- 54 - The appointing officer will arrange for adequate staff and financial support for the activities
55 of the search and screen committee.

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57 PRINCIPLES AND REQUIREMENTS GUIDING SEARCH COMMITTEE POLICY

58 Diversity and Affirmative Action

59 Indiana University is committed to full diversity at all levels of the institution. Affirmative Action
60 and Equal Employment Opportunity conditions must be fulfilled in all searches. To aid recruitment
61 and consideration of people supported by federal affirmative action law, the appointing officer and
62 campus groups that nominate search and screen committee members should make good-faith efforts
63 to place women, minorities, veterans, and persons with disabilities on the search committee.

64 Confidentiality

65 Confidentiality is the foundation of a credible search and screen committee and trustworthy search
66 process. It is the intention of Indiana University to maintain the integrity of search processes by
67 protecting candidate confidentiality. ~~All stages of the search and screen process shall remain~~
68 ~~confidential. Only the names of those candidates who are invited and agree to an on-campus~~
69 ~~interview shall be made public. The search and screen process shall remain confidential until the~~
70 ~~final stage when the names and vitas of the finalists (i.e. those candidates who are invited and agree~~
71 ~~to an on-campus interview) shall be made public by the appointing officer.~~

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72 Due Diligence

73 Due diligence is a crucial component of every search. The search and screen committee is expected
74 to be actively involved in reference checking, as well as the recruitment and interviewing of
75 candidates.

76 Search Committee Procedures

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

83 EXCEPTIONS TO THE SEARCH AND SCREEN POLICY

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90 Search and screen is the primary mechanism by which senior administrators are hired. Acting and
91 Interim appointments are the ~~one~~ exception to this policy.

93 Acting and Interim Appointments

94 - When a vacancy is announced in a senior administrative position or a new senior
95 administrative position is created, the appointing officer may name an acting or interim appointee,
96 with the approval of the appropriate faculty governance body(ies).

97 - The acting or interim appointment must not exceed a period of two years from the date of
98 the appointment.

99 - A search and screen committee must be appointed for a permanent replacement within 60
100 days of the appointment of an acting or interim appointment. An acting or interim appointment may
101 be made a permanent appointment only following the regular search and screen procedures above.

104 GUIDELINES FOR SEARCH AND SCREEN IMPLEMENTATION

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106 1. Whenever possible, the search and screen committee should be appointed at least one ~~semester~~
107 year before the expected start date and no more than ~~6030~~ days after the vacancy is announced or a
108 new position is created. Appointing officers must minimize the use of ~~acting-~~ and ~~interim-~~
109 appointments.

110
111 2. The appointing officer shall appoint the chair of the search and screen committee after
112 consultation with the leader of the appropriate faculty governance body(ies).

113
114 3. Job descriptions should be written by the appointing officer prior to the first meeting of the
115 search and screen committee. The search and screen committee may review the job description and
116 may recommend changes to the appointing officer; any changes must be discussed with the leader
117 of the appropriate faculty governance body(ies).

118
119 4. The appointing officer should convene the search and screen committee, with the appropriate
120 faculty governance leader in attendance, as soon as practical, normally within two weeks of
121 announcing the committee membership. The appointing officer should give the search and screen
122 committee a written charge stating names of committee members, the role of the committee
123 consistent with this ~~Policy on~~ Search and Screen Policy, the job description, the scope of the search,
124 and timeline guidelines. Additional expectations may be stated in the written charge or discussed at
125 the first meeting.

126
127 5. The use of a search firm, search consultant, and/or search advisory group, and the role that party
128 will play in the search process, must be agreed upon by the appointing officer and the search and
129 screen committee.

130
131 6. Search and screen committees should establish operating procedures for the following:

- 132 • Timelines and calendar
- 133 • Record keeping
- 134 • Affirmative Action/EOC Compliance
- 135 • Advertising
- 136 • Due diligence procedures
- 137 • Development of the candidate pool

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- Responsibilities of the support staff

