

# TEMPLE UNIVERSITY

## POLICIES AND PROCEDURES MANUAL

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**Title:** Policy on Dean Searches  
**Policy Number:** 02.76.11  
**Effective Date:** January 5, 2001  
**Issuing Authority:** Office of the President

### Policy

#### I. Preamble

The Board of Trustees has delegated to the President the authority to appoint deans of colleges and schools. Deans provide leadership in the academic, administrative, and external affairs of schools and colleges. They serve at the pleasure of the President and conduct their responsibilities under policies established by the Board of Trustees and the President.

Vacancies in deanships have been filled pursuant to guidelines developed and issued by the President. Such guidelines were issued previously by President Marvin Wachman (December 6, 1977) and President Peter Liacouras (June 12, 1983). On June 14, 2000, the Board of Trustees recommended that the President review and revise the guidelines for appointing deans in light of changes that have occurred in the years since the policy on dean searches was last revised.

Although the most significant responsibility of deans remains academic leadership in curriculum, faculty recruitment, instruction, and research, during the intervening years since the dean search guidelines were last revised, the recruitment and appointment of deans has become more complex because of changes in the environment of higher education, including, but not limited to:

- The greater emphasis on the recruiting and retention of a well qualified student body;
- The intensified competition and the heightened cost of recruiting the most talented faculty members, despite the growth in the total number of persons with terminal degrees in most disciplines;
- The rapid expansion of knowledge, which has created broader and more complex curricula in each academic discipline;
- The increased emphasis on research attainment to expand knowledge and to support teaching;

- The heightened responsibility of deans to develop policy, set priorities, and obtain and allocate funding to incorporate technology into the instructional, research, student services and administrative activities of their schools and colleges;
- The changing scope of decanal responsibilities to support Temple's growth as a regional, multi-campus institution whose academic programs are offered at a variety of locations;
- The greater responsibility of leaders in public higher education to develop relations with alumni and the community;
- The heightened emphasis in public higher education on expanding institutional resources by obtaining grants and gifts from federal, state and local governments, foundations, business enterprises, and individuals;
- The expanded complexity of administration in higher education created by a growing number of federal, state, and local laws and agency regulations and by collective bargaining contracts for professional staff and faculty;
- The declining pool of qualified persons interested in academic deanships as a result of the greater complexity and burdens facing leaders in higher education; and
- The changes in the way in which academic leaders are recruited, especially the targeted identification of potential academic leaders and the vigorous recruitment of those persons to leadership positions and the growing use of search consultants to undertake the successful recruitment of deans.

To recruit talented and effective deans under these conditions requires more flexible search techniques. This revised policy is intended to allow Temple University undertake more effective dean searches while maintaining longstanding commitments to broad consultation about the qualifications of persons considered for appointment to academic leadership positions.

## II. Procedures for Dean Searches

### *Search Committee Composition*

Ordinarily the President will constitute a search committee when a deanship is to be filled. In special circumstances the President may consult with appropriate faculty and student bodies about such appointments without constituting a search committee. When the President follows this second method for appointing deans, he/she will advise the

Faculty Senate of the reasons for not constituting a search committee and conducting a search pursuant to the procedures set forth elsewhere in these guidelines.

Search committees may vary in size, and the President will take into account the complexity of the college's structure and academic programs as an important factor in determining the size of each committee.

Search committees shall include representatives of the faculty and student body from the college for which a dean is being sought.

At least one-half of the members of each search committee shall be members of the University faculty. One of those members shall be selected by the Faculty Senate through its internal processes, and at least one member selected by the Faculty Senate shall be from outside the college for which a dean is being sought. The remainder of the faculty members shall be elected by the faculty of the college.<sup>1</sup> Eligibility to serve on the committee shall include only those persons authorized by college by-laws ordinarily to vote on college business. The election procedure in each college shall include an opportunity for any faculty member to nominate a candidate or to nominate himself/herself to appear on the ballot used for the selection of committee members. Among the elected faculty representatives shall be at least one person who is not tenured, unless there is no such person within the faculty who is willing and available to serve.

The student(s) shall be selected by the representative student government in the college.

In the event that such faculty or student members are not selected through the processes described above, faculty and student representatives shall be selected by the Faculty Senate and Temple Student Government respectively.

In addition, the President may appoint one or more alumni, University administrators, deans of other schools or colleges, faculty, community representatives, trustees, and such other persons as may make a substantial contribution to the recruitment of well qualified and effective deans.

The faculty and student bodies that select committee members and the President have a responsibility to assure that search committees represent appropriate diversity, including diversity within the discipline, diversity by faculty rank, and diversity of gender, ethnicity and race. When the composition of a search does not meet these criteria, the President may seek the appointment of a new committee.

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<sup>1</sup> For these purposes only the faculty of a college shall consist of all full-time faculty, including presidential and deans' appointees as well as clinical educator track and special appointment faculty. In addition, other persons who college by-laws authorize ordinarily to vote on college business shall be included among those eligible to vote.

### *Organization of Search Committees*

The President will appoint a chair of the search committee, who will usually be the Provost, a dean, or another administrator who can provide staff support for the committee's work.

The President or his/her designee<sup>2</sup> will provide a charge to the committee that takes into account the specific goals for the college and the challenges the college is facing in meeting those goals. The President or his/her designee will also provide a statement of the qualifications for the deanship upon which the President expects to base his/her appointment and upon which the committee should therefore base its review of candidates.

At the beginning of the search process, the search committee will hold an open meeting at which persons from the affected college, including, but not limited to, faculty, staff, students, and alumni, may express their views about the status of the college, the college's future, and the characteristics to be sought in a new dean.

After discussion with the committee, the President or his/her designee will establish a schedule for the conduct of the search that is intended to assure timely appointment of leadership for the college.

### *Procedures for Conducting Searches*

- The chair of the search committee will assure that advertising for the position of Dean is placed in appropriate internal and external publications, including those that will reach potential female and minority candidates.
- Whenever possible, the chair of the search committee will send letters inviting nominations to national associations in the discipline and to higher education leaders who may know of potential candidates.
- Members of the search committee, especially the faculty members, are encouraged to seek nominations and applications from persons in the academic profession.
- The President may authorize the selection of a search consultant to assist the search committee in identifying candidates.
- The chair of the committee, in consultation with the committee, shall screen out candidates and nominees who do not meet the statement of qualifications.

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<sup>2</sup> The President's designee for this purpose and others established in this policy will usually be the Provost but may, at the discretion of the President, be some other person appointed by the President where, in the President's judgment, that would help facilitate a successful search.

- The committee will submit a list of all candidates who meet the statement of qualifications to the President or his/her designee. The President or his/her designee shall review the list and may, after discussion with the committee, add persons to the list from the initial pool of candidates who appear to meet the statement of qualifications previously submitted to the committee. The committee, acting through its chair, and the President or his/her designee may at this stage of the search seek external references about the qualified candidates. (See the discussion of the scope and form of external references below.)
- After consultation between the committee and the President or his/her designee, the chair of the committee shall invite an appropriate number of candidates, but not fewer than three, to campus to interview with the search committee and with the President or his/her designee. The committee or the President or his/her designee may at this stage add further candidates to the list from among persons whose availability to be considered was not known at the time the original list of qualified candidates was developed, but it is understood that such additional candidates will participate in the regular process of review conducted by the search committee and the President. The President or his/her designee may agree to the addition of such persons to the list after reviewing their credentials in light of the qualifications that have been established for the position and after obtaining, through the chair of the committee or directly, references for such a candidate.
- If external references have not previously been sought, the committee, through its chair or members of the committee designated by the chair, and the President or his/her designee should now seek external references for the candidates. Such references should include not only persons identified by the candidate but other, independent persons who are in a position to evaluate the candidate's professional attainments and administrative ability or potential. Letters of reference should be part of the candidate's file; when references are sought by phone, a full record of the conversation should be submitted in written form as part of the candidate's file.
- The committee, through its chair, will then provide the President with its written appraisal of each candidate who has been interviewed together with the external references that have been obtained. The President may then make an appointment from among the candidates. In doing so, he/she shall take into account the written appraisal of each candidate provided by the committee and may further consult the committee to obtain additional information about the candidates.

- Campus visits with faculty, students, staff, and other interested persons can make a valuable contribution to the search process; and such visits will ordinarily be arranged for one or more final candidates before an appointment is made. In unusual circumstances where such visits are not scheduled, the President or his/her designee will discuss the reasons with the search committee.
- Normally an individual appointed as Dean of a school or college will also be appointed to Temple's faculty, with tenure granted by the Board of Trustees. In such cases, the Provost shall establish guidelines for expedited tenure review.
- If for any reason, the President does not make an appointment from among the list of the qualified candidates, the President or his/her designee may continue to seek additional candidates to be considered. The qualifications of such candidates will be submitted to the search committee for its advice on the credentials and suitability of those candidates. Where appropriate, the committee and the President or his/her designee may interview such candidates. After receiving the committee's advice, the President may make an appointment of one of the additional candidates or may request the committee to renew the search.

### *Confidentiality*

Confidentiality is an essential part of the search process. It allows the university to attract persons for consideration who for personal or professional reasons would be otherwise unwilling to consider Temple; and it protects candidates from potential adverse consequences at their present institutions. Consequently, all deliberations of the search committee, names of candidates, interviews with candidates, references, reports of interviews, and all written evaluations are to be considered confidential between the committee and the President. Members of the committee shall sign a statement of confidentiality provided by the President with respect to the search, and the same requirements of confidentiality shall apply to the President and to others who may assist him/her in carrying out presidential responsibilities in the search process.

The requirements of confidentiality shall not preclude the chair of the search committee or the president from reporting to the faculty, staff and students of the affected college or to other appropriate persons the progress of the search; however, any such progress report shall not include any reference, directly or indirectly, to any candidate or to any information that has been obtained about any candidate through references, interviews, or other means.

Failure by all concerned to respect this confidentiality could embarrass the Committee, the University, and the candidate as well as create impediments to the conduct of future searches by Temple University.

These guidelines were promulgated by the President on January 5, 2001 after consultation with the Faculty Senate Steering Committee. The guidelines are subject to revocation by the President in his discretion and without notice.

### **Notes**

#### **1. Dates of official enactment and amendments:**

Adopted by the President on January 5, 2001, after consultation with the Faculty Senate Steering Committee. Amended by the President on May 6, 2002, and March 4, 2008.

#### **2. History:**

Guidelines for dean searches were issued previously by President Marvin Wachman (December 6, 1977) and President Peter Liacouras (June 12, 1983).

The May 6, 2002 amendment added a sentence providing that when determining the composition of a search committee, the election procedure in each college shall include an opportunity for any faculty member to nominate a candidate or to nominate himself/herself to appear on the ballot used for the selection of committee members. See Section II, Procedures for Dean Searches, first subsection (Search Committee Composition), fourth paragraph.

#### **3. Cross References**

none