

## **Procedures for Administrative Positions in Colleges/Schools**

### **PREAMBLE**

In compliance with University policy on Equal Employment Opportunity and Affirmative Action to hire and advance minorities and women as well as qualified individuals with disabilities and covered veterans, the Office of the Provost strives to achieve equity and representation among candidates for Faculty administrative positions. We are committed to establishing a transparent and consultative process. With these Guidelines, the Office of the Provost advances the principle of shared faculty governance.

The Office of the Provost fully expects that the rules that govern College and School Constitutions will reflect the principles of academic integrity and, thus, be in close alignment with these Guidelines. If a discrepancy should occur, the Office of the Provost affirms that it is incumbent upon individual Deans to ensure that their College Rules of Governance/Constitutions are aligned with these Guidelines.

### **I. Chairs, Directors\*, Assistant/Associate Deans** \*Directors of Schools and Degree-Granting Units

Deans have the authority to recruit, hire or make changes in college/school administrative positions, which are normally held by faculty. These positions include those of chairs, directors and assistant/associate deans. Any appointment or change of such administrative position should be discussed with the Provost prior to making the appointment and not processed until the unit has received confirmation that the offer letter has been reviewed from the Office of the Provost. Units whose accreditation guidelines are in contradiction with these guidelines may modify these guidelines accordingly upon documentation and approval by the Provost

#### **A. Chair (including Directors of Schools) Selection Process**

At the onset of the selection process, the Dean and Provost, in consultation with the current Chair and/or Department shall determine whether to solicit nominations for a new chair from among the current department faculty (internal appointment), or to seek outside departmental leadership due to accreditation considerations or other pertinent reasons (external appointment).

1. Internal appointment:
  - a. The Current Chair or Dean will initially solicit nominations for an open departmental chair position from the respective department faculty.
  - b. Faculty may nominate themselves or departmental colleagues directly to the Current Chair or the Dean.
  - c. All faculty members in the department are eligible to be considered for the position unless there are department or college guidelines restricting candidates

(e.g. tenured faculty only).

- d. The Dean interviews all nominees to discuss expectations for the next chair including departmental performance goals and alignment with FIU's Strategic Plan.
  - e. The Dean decides if any or all of the nominees would make effective department chairs.
  - f. If no suitable candidates are identified through this process, the Dean will consult with the Office of the Provost and consider conducting an external search for a new chair (see guideline for External Appointment below).
  - g. Any candidate(s) moving forward will be asked to discuss his/her/their qualifications and vision at a departmental faculty meeting followed by an anonymous vote by the eligible faculty in attendance. This vote will be transmitted to the Dean.
  - h. Each chair will move to a 12-month contract for the duration of his/her chairship and will be granted an Administrative Increment (AI) consistent with college policy. Chair appointments are a four-year term with the option of renewal(s) based on meeting performance excellence expectations. The final offer/appointment letter to a chair candidate must be sent to the Provost's office for approval of the language prior to sharing with the new chair.
2. External appointment:
- a. Units hiring external chairs must fund such positions from existing department/college budgets. If insufficient funds are available units may request a loan from the Provost's office until the line can be funded by salary savings from faculty vacancies during the following year.
  - b. The departmental faculty personnel committee (or similar) conducts the external search process in accordance with University policies and in collaboration with the Associate Dean for Faculty Affairs (or similar administrator).
  - c. At the beginning of the search process, the committee is required to complete (a) a Strategies and Tactics for Recruiting to Improve Diversity & Excellence (STRIDE) workshop conducted by faculty; and (b) an orientation conducted by a representative from the Office of Equal Opportunity Programs and Diversity (EOPD), Human Resources (HR), to discuss [search compliance](#) in public institutions.
  - d. The committee creates the ad for the chair position. The position ad draft as well as the publication venues (professional publications, websites) must be approved by the Office of the Dean, the Office of Planning & Finance (Office of the Provost), and the EOPD Office.
  - e. The position is posted via the HR recruitment portal. Once the pool of candidates has been certified by HR, the committee may review applications. The committee shall interview no more than 10 candidates by video conference and recommend the top 2-4 candidates to the Dean for approval.
  - f. With the Dean's approval, the top 2-4 candidates will be invited to campus for in-person interviews with:
    - The committee
    - The entire departmental faculty

- Graduate students (where relevant)
- The Dean and any of his/her administrative team members
- The Provost(or the Provost designee)

Note: Any candidate holding tenure at his/her institution, and who expects to obtain Tenure as a Condition of Employment (TACOE) at FIU, must be interviewed by the Provost or the Provost's designee to establish eligibility for tenure at FIU. As is applicable to all tenure appointments, the final authority to grant TACOE status rests with the University's Board of Trustees.

#### **B. Chair evaluation and removal process:**

1. The Dean will conduct annual performance reviews of chairs and submit evaluations to the Provost in advance of the Dean's annual performance review meeting with the Provost.
2. Evaluation criteria will include reviewing the track record of objective performance measures in the department such as meeting strategic plan goals as well as feedback from the faculty including the faculty assessment of administration survey. This will be done in accordance with the University Policy for Evaluation of Academic Administrators, which is detailed in the attached appendix.
3. Chairs not meeting a track record of excellence, including reaching the established performance goals as documented in their annual evaluations, may be asked to submit an improvement plan or be asked to step down. Chairs must achieve the performance improvements outlined in the improvement plan to remain in the position.
4. Deans may remove a chair, in consultation with the Provost, who is not meeting performance expectations and who refuses to resign. If a chair resigns or is removed from office an Interim or Acting Chair will be appointed by the Dean.
5. Deans may, at any time, remove a chair who has committed a significant act of misconduct, in consultation with the Provost.

#### **C. Assistant/Associate Dean and Center/Institute Director Selection Process**

In hopes of creating a pipeline of academic leaders at FIU and a transparent process, all open positions for Assistant/Associate Dean and Center/Institute Director will be advertised widely across the respective college via an open call to all college faculty members. The Office of the Provost encourages the professional advancement of the University faculty into academic leadership positions. Thus, all who are eligible are encouraged to apply. After interviewing eligible candidates, the final decision of appointment of Assistant/Associate Deans and Center/Institute Directors resides with the Dean of the college, after consultation with the Provost. The appointment is for a four-year term with the option of renewals based on excellent performance. If no qualified candidate is identified internally the Dean may consider conducting an external search after consultation with the Provost.

## **D. Assistant/Associate Deans and Center/Institute Directors Evaluation and Removal Process**

The Dean will conduct annual performance reviews of Assistant/Associate Deans and Center/Institute Directors and submit evaluations to the Provost in advance of the Dean's annual performance review meeting with the Provost. Evaluation criteria will include the track record of established performance measures, meeting strategic plan goals, as well as feedback from the faculty including the faculty assessment of administration survey (where applicable). This will be done in accordance with the University Policy for Evaluation of Academic Administrators, which is detailed in the attached appendix.

Assistant/Associate Deans and Center/Institute Directors not meeting a track record of excellence as documented in their annual evaluations will be expected to submit an improvement plan or consider stepping down. Assistant/Associate Deans and Center/Institute Directors must achieve the performance improvements outlined in the improvement plan to remain in the position.

Deans may remove an Assistant/Associate Dean or Center/Institute Director, in consultation with the Provost, who is not meeting performance expectations and who refuses to resign. Deans may, at any time, remove an Assistant/Associate Dean or Center/Institute Director who has committed a significant act of misconduct, in consultation with the Provost. If an Assistant/Associate Dean or Center/Institute Director resigns or is removed from office, an Interim or Acting Assistant/Associate Dean or Center/Institute Director will be appointed by the Dean.

## **II. Deans**

### **Deans Selection Process**

1. The Provost may engage a professional search firm that will facilitate the search through its national/international network of candidates, provide resources such as an application portal, and guide the committee throughout the process.
2. The search and screen committee for a Dean will include broad representation including:
  - a. A dean, vice provost or vice president will typically serve as chair of the committee.
  - b. At least four of the committee members will be faculty with various ranks in different departments in the college. Nominations will be solicited from the college assembly steering committee.
  - c. A student from the college
  - d. A staff member from the college
  - e. A Provost office representative
  - f. A representative from the Office of Research and Economic Development
  - g. A representative from University Advancement
  - h. Up to two additional representatives may include an alumnus and/or advisory board member

3. Search and screen committee appointed by the Provost will attend a kick-off meeting that will include:
  - a. The formal charge to the committee by the Provost
  - b. A STRIDE committee workshop
  - c. An EOPD briefing
  - d. If applicable, an overview by search firm officials of the process
4. Search and screen committee, once charged by the Provost, will narrow down the applicants to 8-10 candidates to interview via video conferencing.
5. Two to four finalists will be brought to campus for interviews that will include:
  - a. Search and Screen committee interview and consultation with the Provost upon completion of all of the interviews
  - b. Open forums with the faculty, students and staff with ability for remote viewing via video conference to engage the candidates and submit feedback either via email or anonymously through inter-departmental mail to the Provost.
  - c. Other interview sessions with key stakeholders (i.e. group of chairs, direct reports to the dean/VP, advisory board members, and community partners).
6. At the conclusion of the open interview process:
  - a. The Search and Screen Committee will meet with the Provost to discuss the list of unranked finalists.
  - b. Provost evaluates community feedback.
7. Provost decides which candidate(s) should be invited to campus again, possibly with spouse(s)/partner(s), for further one-on-one interviewing by the Provost, Sr. Vice President for Advancement and the President.
8. Upon hire, the Provost publicly announces the appointment.
9. Deans are appointed by the Provost to a four-year term with the option of renewal(s) based on meeting performance excellence expectations.

**B. Dean evaluation and removal process:**

1. The Provost will conduct annual performance reviews of each Dean.
2. Evaluation criteria will include the track record of achieving established performance measures in the college, adherence to and compliance with the unit's Constitution and By-Laws, meeting strategic plan goals as well as feedback from the faculty, including the faculty assessment of administration survey. This will be done in accordance with the University Policy for Evaluation of Academic Administrators which is detailed in the attached appendix. Deans not meeting established performance excellence expectations as documented in their annual evaluations will be expected to submit an improvement plan or consider stepping down. Deans must achieve the performance improvements outlined in the performance improvement plan to remain in their position.
3. The Provost may remove a Dean who is not meeting performance excellence expectations. If a Dean resigns or is removed from office an Interim or Acting Dean will be appointed by the Provost.
4. The Provost may, at any time, remove a Dean who has committed a significant act of misconduct.