

Search, Appointment, Review, and Removal Process for School of Education Academic Administrators

[APPROVED BY FABA 10/17/2023]

[Sunsets Policy 22.42 Streamline process for Selecting Department Chairs and

Policy 03.28R IU Bloomington Review Procedures for School of Education Academic Administrators]

I. **Introduction:**

This policy enumerates the broad processes applicable to the search, appointment/reappointment, review, and removal of academic administrators in the School of Education (SOE).

II. **Appointments**

- a. Academic Administrators include the following appointments:
 - i. Associate Deans
 - ii. Assistant Deans
 - iii. Directors of Centers administered by the School of Education
 - iv. Department Chairs
 - v. Special appointments: e.g., Faculty Fellows
- b. The roles covered by this policy comprise two distinct types. The first are those positions bearing directly on the daily functioning of the teaching/research mission of Indiana University SOE. These include Associate Deans and Department Chairs. The second are those positions that support the functions of the SOE and these are Assistant Deans, Research Center Directors, and other special appointments (e.g., Fellows). Appointments may be made on an interim or a standard basis.
- c. **Interim appointments** are typically short term, meant to bridge a temporary gap in the administration until a regular three-year appointment may be made. Interim appointments are made directly by the Dean unless the Dean elects to use the processes set forward for regular appointments. At minimum the expectation is that the Dean will announce the decision regarding an interim appointment to the Policy Council in a timely manner following an unexpected opening and will further state the expected duration of that interim appointment. The Dean may not convert an interim appointment of an Associate Dean to a regular fixed term appointment without approval by vote of the Policy Council, or of an interim Department Chair appointment to a regular fixed term appointment without positive endorsement by the full regular faculty (not affiliated faculty) of the department by a confidential and equitable process announced in advance by the Dean.

III. Search:

a. *Associate Deans*

- i. The Dean will appoint a search committee, not including department chairs, and comprising numbers sufficient to allow for as balanced representation of faculty diversity across departments and in gender, race and ethnicity, and years of service as possible.
- ii. This committee will disseminate the description of responsibilities for the open position to and accept nominations, including self-nominations, from members of the School of Education community. Eligible nominees will be all associate professors, professors, clinical associate professors, clinical professors, senior lecturers, or teaching professors in the School of Education (with the exception of Executive Associate Dean, where eligible nominees will be at the rank of Professor). A special nomination may be submitted to the committee by the Dean or the Executive Associate Dean of a newly hired member of faculty at the associate or full professor rank confirmed to be joining the faculty with tenure but prior to their start date.
- iii. From the nominations forwarded to the committee, the committee will strive to forward at least one, and ideally two to four names, to the Dean following consideration by the committee. Consideration by the committee must be carried out on a reasonably efficient timeline and include at minimum:
 1. positive verification of nominees' openness to the nomination and elimination of names for those unwilling to be considered
 2. effort by the committee to assess the remaining nominees' respective qualifications for the position (e.g., review of vitae, interviews, statements)
 3. selection by vote of the names to be forwarded to the Dean
- iv. Together with the names forwarded to the Dean for consideration, the committee will provide an assessment of each regarding qualifications for the position.
- v. If the search fails, the Dean will make an interim appointment as outlined in section II c of this document and arrange for a renewed formal search no later than the subsequent academic year. A failed search is defined as: 1) no nominations are forwarded to the Dean by the committee; or 2) among the nominations forwarded to the Dean, none were successfully recruited by the Dean to the position.

b. *Department Chairs*

- i. Department chairs shall be selected from among that department's eligible faculty (all tenured faculty except for the outgoing chair) using the following process.
 1. The Executive Associate Dean will send a standardized survey to all full-time faculty and full-time staff in the department, listing all

the eligible faculty in the department. Faculty members may not remove their names from this list.

2. Respondents will rank their top three preferences among faculty on the list and, optionally, enter rationale and comments in a single text box at the end of the survey.
3. Responses from this survey will be returned to the current department Chair who will identify the top-ranked faculty members (3-5 as warranted by the tabulation). The Chair will adopt a weighted rank-choice method to tabulating the results by allocating 3 points to a first-choice preference, 2 points for every second-choice preference, and 1 point for every third-choice preference. The Chair will sum up the number of points for each faculty member to determine the top-ranked candidates. A higher score denotes a higher rank.
4. The chair will approach these top-ranked faculty members to determine their willingness to serve and continue through the list with the goal of ideally creating a second ballot with 3 – 5 names on it. Each of these top-ranked faculty members must respond in writing to the Chair and EAD to indicate their willingness or lack of interest to be considered for the Chair position.
5. Following tabulation, names of the top-ranked faculty members who agreed to be on the second ballot (ideally 3-5 as warranted by the tabulation) will be sent to all full-time faculty and full-time staff in the department who will rank their top three preferences from this list and, optionally, enter rationale and comments in a single text box at the end of the survey.
6. In parallel with step five, and at the discretion of department faculty polled by the current chair, an optional open call of 1-2 weeks may be issued to students in the department inviting input to the current chair on the 3-5 top-ranked faculty members who were circulated to the faculty and staff in the previous step. Students will be told that they should only provide feedback on faculty members with whom they have had direct interactions.
7. The current department Chair will forward the results of the second ballot to the Executive Associate Dean, including:
 - a. names of the top 3-5 candidates as determined by faculty/staff survey
 - b. narrative characterization of the support each candidate enjoys, taking into consideration the faculty/staff votes and any input that was solicited from the students
8. The Dean, in consultation with the Executive Associate Dean, will choose the chair from the identified candidates and inform the department of the selection.

9. If the search is inconclusive (i.e., no candidate was successfully recruited by the Dean to the position), the Dean will make an interim appointment as outlined in this document and arrange for a renewed formal search no later than the next regular semester.
- c. *Assistant Deans, Special Appointments, and Internally Appointed Center Directors*
1. The Dean, or relevant Supervisory Dean with agreement of the Dean, calls for nominations (including self-nominations) and identifies candidates for these positions using processes which ensure that input from relevant stakeholders is incorporated into the decision, and that the Policy Council has been consulted in an advisory capacity.
 2. In the event that an appointment is not made, an interim appointment may be made as per section II c.
- d. *External Search for Center Directors*
- i. External searches for Center Directors will be carried out in accordance with the standard procedures for recruitment of tenure-track faculty.
 - ii. Internal candidates for the Center Director may be nominated by a colleague or may be self-nominated during an external search. Internal candidates will participate in the activities of the search relevant to the Center Director position.

IV. Appointment and Reappointment:

- a. *Standard appointments:* Standard appointments for all administrative positions are three years on initial appointment, followed by subsequent appointments of up to three years when an individual is to be retained in an administrative role.
- b. *Reappointment of Associate Deans, Center Directors and Department Chairs:* Reappointments for these positions are contingent upon satisfactory outcome of the summative review (see Section V) for the relevant appointment and willingness of the appointee to be reappointed.
- c. *Salary.* Salary setting for administrative roles will be carried out in accordance to University salary setting policy ACA-08 Faculty Members Holding Administrative Positions: <https://policies.iu.edu/policies/aca-08-faculty-holding-admin-positions/index.html>

V. Periodic Review of Effectiveness:

- a. **General**
 - i. Reviews of academic administrators within the School of Education (SOE) who have a faculty appointment will be conducted by the Dean of the School of Education or a supervisory Dean, with guidance from the Policy Council, as outlined in sections V.b and V.c.

- ii. Academic administrators are subject to both annual developmental review and summary review as outlined in sections V.b and V.c.

b. *Annual Developmental Reviews*

- i. At the time of annual reviews each academic year, the Dean or supervisory Dean will be responsible for providing developmental feedback to each administrative officer/Research Center Director appointed by the School of Education, and/or other special appointments. At least one data point must be a brief survey garnering input from direct reports to the administrative appointee and/or other colleagues with close working relationships to that administrative appointee, focused on core functions of the role being assessed, including, but not limited to, management, communication, and leadership.
- ii. Review feedback should be delivered to the appointee by the Dean or supervisory dean and documented in the individual's file in the Office of the Executive Associate Dean.

c. *Summative Reviews of Associate Deans and Department Chairs.*

- i. Administrative officers are subject to review the year prior to the end of their appointment term. Early in the spring semester of each academic year, the Dean of the School of Education shall provide the Policy Council with a list of all administrative officers due for review. The Dean shall have responsibility for selecting the membership of the Review Committee for each administrative officer with the following provisions applicable:
 - 1. The majority of the members of their Review Committees shall have direct knowledge of the responsibilities of the administrator to be reviewed.
 - 2. The Policy Council's Agenda Committee shall submit a list of prospective Review Committee members to the Dean. At least one member of each committee should be from outside the unit of the administrator under review.
 - 3. In addition to receiving nominations for Review Committees from the Agenda Committee, the Dean shall solicit nominations from appropriate representative student groups as well as nominations drawn from other relevant constituencies.
 - 4. Before being made final, the composition of each Review Committee shall be submitted by the Dean to the Agenda Committee for discussion. Every effort should be made that committee membership represents diversity and inclusion.
 - 5. The Dean shall appoint the chair of each committee.
- ii. The Dean, or their designee, and the Secretary of the Policy Council (Chair) shall convene the Review Committee. The Dean shall provide the Review Committee with the official description of the duties and responsibilities of the administrator under Review, and results from the

previous review in the event an administrative officer is seeking another term. The Dean shall arrange, in addition, for reasonable and adequate staff and financial support for the activities of the Review Committee. The Review Committee shall have latitude in establishing its own procedures, providing that it works within the guidelines provided by Policy Council. Prior to submitting its findings to the Dean, the Review Committee shall:

1. Provide the reviewed official with a copy of the report, and
 2. Meet (not less than three days later) with the administrator being reviewed to discuss its findings with them and to solicit reactions.
- iii. Copies of Reviews shall be conveyed to the Agenda Committee of the Policy Council and added to the file for each individual in the Office of the Executive Associate Dean.

VI. *Procedures for Reviews of Assistant Deans, Research Center Directors, and Special Appointments.*

- a. Administrative review will occur the year prior to end of the appointment term by the supervisory Dean. The following provisions apply:
 - i. In the fall of the second year the supervising Dean will request formative feedback from the faculty and staff that work with the individual in the administrative position. The feedback will be based on the duties and responsibilities of the position.
 - ii. The supervising Dean will provide a summary of the feedback to the appropriate Department Chair to be considered as part of the Annual Review process.

VII. *Removal or Resignation from Post (all administrative positions):*

- a. Appointees in administrative roles, which are intended to further the shared goals of the School of Education, are both appointed and removed at the discretion of the Dean. In the event of planned removal of an individual from an administrative role, the Dean will consult with the Agenda Committee of the Policy Council as an advisory body prior to that removal.
- b. An administrative appointee who does not desire to serve out the full term of a current appointment may step down at the end of the current year of that appointment. If an appointee is unable to continue until the end of a term year, the Dean will make an interim appointment as per section II c. If that year would have been one in which a summative review was to have been conducted, the summative review will not be conducted or will be discontinued if it has begun.