

FAS Senate

AN ELECTED BODY OF THE FACULTY OF ARTS AND SCIENCES
YALE UNIVERSITY

Recommendations for the Procedure for Selecting Divisional Deans in FAS

APPROVED BY THE SENATE

FOR DISTRIBUTION TO THE FACULTY AND THE UNIVERSITY

NOV 10, 2016

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INTRODUCTION

In recent years, Yale has made a renewed commitment to faculty governance and to the transparency of management decisions that affect the different units within the university. Where the Faculty of Arts and Sciences is concerned, this means involving faculty in discussion and strategic planning in all matters that pertain to its academic and intellectual mission, including the smooth running of its academic administration. Divisional Deans have immediate oversight of the academic mission of FAS departments and work closely with departments to ensure that they stand at the forefront of research and teaching in their disciplines. Since this is a new departure for the FAS, for the credibility of divisional deans it is important that faculty in the relevant division(s) are involved in the search and selection process. Desiderata include a divisional dean who will consult with departments and be responsive to their needs, work with department and program chairs to foster an inspiring research climate in the division, be an informed and effective advocate for the division, and pursue an ambitious development agenda.

The Senate's executive committee surveyed eleven peer universities about their procedures for selecting divisional deans (see Appendix 1, pp. 4–6 below). Our peer universities use a range of different selection procedures: at one end is the top-down model where the university leadership selects a divisional dean with limited faculty consultation, and at the other end is a faculty-run process where faculty in the division elect an advisory search committee. In formulating our recommendations, we have drawn on different aspects of these search procedures to arrive at a model that emphasizes shared governance, including joint deliberation on the part of the FAS Dean and the relevant divisional committee in framing the job description.

RECOMMENDATION

The process for appointing or reappointing a Divisional Dean will necessarily need to be somewhat flexible. The Senate recommends, however, that the following two elements be included in all cases:

1. The preparation (or updating) of a job description outlining the responsibilities of the Divisional Dean to be appointed. This description should be reviewed by the relevant standing Divisional advisory committee(s), and should include a clear account of desirable qualifications and skills. The job description should be circulated widely, along with an overview of the search process and optimal timeline.

2. The appointment of an advisory faculty search committee to assist the FAS Dean in the review of candidates for the Divisional Dean position. One half of the membership of the advisory committee should be selected from a short list of names provided to the FAS Dean by the FAS Senate's Committee on Committees, in consultation with the FASS Executive Council. Ideally, at least one member of the advisory committee will be external to the division. The charge of the advisory committee may vary based on the parameters of the appointment/reappointment, but should always include the mandate to consult widely with tenured, un-tenured, and non-ladder faculty in the division in question, as well as with members of the FAS Senate and other campus constituencies, as appropriate. The Senate recommends strongly against the practice of appointing members of this advisory committee to the open Divisional Dean position, as such appointments can create the appearance of lack of transparency or conflict of interest.

Fig. 1: Table to Illustrate Selection process for Divisional Deans (where appropriate) at Peer Universities

University	Divisional Deans?	Appointed by President or Provost	Appointed by FAS Dean or equivalent	Nominated by elected faculty committee	Combined System
Brown	No				When any vacancy occurs in the upper administration, a search committee --composed of faculty, staff, and students-- is convened by the provost and/or president. The search committee makes a recommendation to the president and/or provost.
Chicago	Yes			(1) The relevant division elects a committee; (2) the committee invites all members of the division to submit written comments or meet one-on-one with the committee; (3) the committee makes an advisory recommendation to the Dean, which typically includes a report on the deanship and the current state of the Division and key priorities.	
Columbia	Yes		1) Executive Vice-President polls the relevant divisional chairs for suggestions; 2) encourages chairs to ask faculty for suggestions; 3) reaches out to candidates that seem plausible; 4) once a preferred candidate has emerged, consults with chairs,		

			president, and provost again before offering the position.		
Duke	Yes		The Dean of Arts and Sciences makes the appointment and solicits input from whomever.		[All search committees for the deans of Duke's nine schools are comprised of faculty members, which the Executive Committee of the Academic Council has approved.]
Harvard	Yes		(1) Dean of the Faculty solicits input from all faculty in the division via e-mail; ¹ (2) canvases staff in the divisional dean's office; (3) Dean of Faculty and the Academic Planning Group ² conduct interviews with the leading candidates, together with their; (4) Dean of Faculty interviews the finalist candidate one-on-one; (5) Ultimate decision made by Dean of the Faculty.		
Michigan	Three Divisional Associate Deans	[The individual selected needs to be approved by the Provost /President / Regents.]	1) The administration solicits nominations (including self-nominations); 2) some additional faculty consultation with the LSA ³ Executive Committee early in the process; 3) the administration then reaches a decision with no further faculty consultation or involvement.		

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- 1 Input includes perspectives on challenges and opportunities facing the division and nomination of candidates.
 - 2 The Dean of Faculty and the Academic Planning Group (APG) conduct interviews with the leading candidates. The APG consists of the Deans of the College, Graduate School of Arts and Sciences, Harvard John A. Paulson School of Engineering and Applied Sciences, Division of Continuing Education, the divisions of the arts and humanities, social sciences, and science, the Dean for Faculty Affairs and Planning, and the Dean for Administration and Finance.
 - 3 At Michigan the equivalent to FAS is LSA – College of Literature, Science and the Arts.

Notre Dame	Yes	The Dean / Provost / President consults with other members of the administration and makes an appointment, guided by the recommendations of the search committee.			Search committee formed, which includes faculty from the relevant division.
NYU	Yes		Dean of Arts and Science authorized to make the Divisional-Dean appointments; no formal policy or procedure.		
UPenn	Yes			Faculty in the relevant division elect a committee, which then consults and makes a recommendation to the administration.	
Princeton	No				[All Deans at Princeton are chosen through the same process: A faculty committee, appointed by the President, solicits applications, usually both internal and external, and interviews a long list of candidates to arrive at a short-list of 3-4. The President, Provost, and other senior administrators interview the short-listed candidates and come to a decision.]
Stanford	Yes		The dean of the school consults with faculty colleagues as well as others in administration and makes the appointment.		

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