Search Procedures for the Position of Dean of the College of Human Medicine

Submitted by CAC Steering Committee

Alison Bernstein - Chair
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Approved by vote of the CAC on January 18, 2021

Pursuant to the university bylaws (2.1.3.2.) and college bylaws (3.1.4.8.), the voting faculty of the College of Human Medicine (CHM), the Executive Vice President for Health Sciences as a designee of the Provost agree to the following procedures for the selection of a new Dean. It is understood that the Executive Vice President, as the Provost’s designee, following these procedures nominates a final candidate to the University President and Board of Trustees for appointment.

1. The search shall be open to candidates appointed at MSU or elsewhere. Upon approval of these procedures, the Search Committee shall prepare an announcement and job description for posting, which the Executive Vice President for Health Sciences shall review and finalize. The vacancy shall be posted and shared by electronic and other means.

2. A Search Committee shall be established consisting of individuals selected by the following procedures in compliance with University and College bylaws. The Search Committee shall consist of and be selected as follows: five (5) faculty representatives (including all those with internal voting privileges in CHM) selected from groups A through C of departments/units representing the diverse programs and activities of the college as specified in 2e below. Each department/unit will be asked to submit one name. Departmental/unit submissions can be faculty with voting rights from the tenure system faculty, HP faculty, non-prefix, or fixed term faculty, but only one submitted from each listed department/unit, with the intention of providing broad representation for the departments/unit and the various faculty categories. Upon selection, members of the search committee should familiarize themselves with the relevant sections of the University Bylaws, CHM Faculty Bylaws, and the Academic Hiring Manual.

Recommendation of members of the search committee will be conducted by various groups within CHM, with final approval by the Executive Vice President for Health Sciences as follows:

To be selected by the Executive Vice President for Health Sciences

- One (1) MSU current dean from a college other than CHM
• One (1) Faculty Excellence Advocate
• Up to two (2) additional members if necessary, in order to achieve diversity, equity, and inclusion, and reflecting the complex structure of CHM and the CHM Mission Statement.
• One (1) representative of CHM staff

**To be recommended by the CAC**

• Two (2) faculty representative recommendations shall be selected from each of groups A and B and one (1) from group C by the CAC. Each group composition is as follows:

**Group A:**
- Family Medicine
- Medicine
- Obstetrics, Gynecology and Reproductive Biology
- Pediatrics and Human Development
- Surgery
- Psychiatry
- Neurology and Ophthalmology
- Radiology
- Emergency Medicine

**Group B:**
- Physiology/Pathology
- Translational Neuroscience
- Microbiology and Molecular Genetics
- Biochemistry and Molecular Biology
- Pharmacology and Toxicology
- Epidemiology and Biostatistics

**Group C:**
- Office of Medical Education Research and Development
- Center for Ethics and Humanities in the Life Sciences
- Or from among other "social science" faculty in any of the above departments. *(Note: that this person cannot be from a department/unit already represented in either group A or B. e.g., if one of the faculty chosen is from Family Medicine, then the "social science" representative cannot also be from Family Medicine.)*

• One (1) Community Assistant Dean representing a community other than East Lansing or Grand Rapids.
• One (1) non-prefix faculty from the community-based faculty.
• One (1) non-prefix clinician representing major hospital partners (ie., Sparrow Health System, Spectrum Health System, Mercy Health Saint Mary's, Hurley Medical Center, and McLaren)
• One (1) CHM Assistant/Associate Dean.
• Up to two (2) additional members recommended by the CAC to ensure appropriate representation from clinical divisions and staff within CHM.

To be recommended by the Dean's Student Advisory Committee

• One (1) current CHM student

To be recommended by the CHM chairperson/director group

• Two (2) chairpersons/directors selected by and from the CHM chairperson/director.

3. The Search Committee will recommend one of the two Chairs of the Search Committee to the EVPHS. The second chair of the search committee will be the college dean asked to serve on the Search Committee.

4. The Chairperson(s) of the Search Committee will sign all correspondence as required by the Search Committee. The Office of the Executive Vice President for Health Sciences shall provide clerical support to the Search Committee and maintain candidate folders, making them available to the Search Committee.

5. The Search Committee may take actions only if more than one-half of the members are present, in person or calling in, to establish quorum.

6. The Executive Vice President for Health Sciences, after discussion with the Search Committee, shall define the criteria for candidates.

7. Screening candidates

   a. List of candidates: The search committee and the office of the executive vice president for health sciences will receive the complete list of candidates. The search committee will share information on all candidates and nominees with the Executive Vice President for Health Sciences and the Search Committee to assist in candidate evaluation.

   b. Applicant pool diversity: All searches are conducted in accordance with the university's diversity and inclusion policies. The Search Committee will actively undertake efforts to identify women and minority candidates. A recruitment plan will be approved in advance by the Office for Inclusion and Intercultural Initiatives and the Office of the Executive Vice President for Health Sciences. If the initial applicant pool does not include a reasonable proportion of women and minorities, additional efforts to identify such candidates will be undertaken by the Search Committee or the Office of the Executive Vice President for Health Sciences before the screening process begins. The Recruitment Plan should also be reviewed and approved by all of the Faculty Excellence Advocate of CHM.
c. **Screening candidates**: The search committee will review candidate materials using electronic shared folders. Electronic means of access will be provided by the Office of the Executive Vice President for Health Sciences staff. Initial screening will be based on the curriculum vitae; formal acknowledgment of candidacy may not necessarily be required until letters of reference are requested. All involved in the search process - the Office of the Executive Vice President for Health Sciences, the Search Committee, secretarial staff, and as necessary, consulted faculty members (see below) - shall ensure confidentiality to maximize the integrity of the search process.

d. **Screening criteria**: The Search Committee shall screen candidates to determine which individuals are best qualified. All candidates shall be assessed using uniform criteria developed by the Search Committee. All screening criteria should be based on the position announcement. A rubric for evaluating candidates should be created by the search committee prior to the review of any candidate dossier. All rating criteria should be based on the qualifications that are stated in the position announcement. The Search Committee will provide ratings of all candidates to the Executive Vice President for Health Sciences at appropriate times during the search process. Such reports will be deemed confidential.

e. **Screening procedures**: Candidates should be rated as acceptable or not acceptable based on a specific rubric. If more information is needed, then the application is not complete, and the candidate should be placed in the not acceptable category. Candidates ratings should be compiled collectively and sorted with regard to the two categories. The collective ratings should be discussed by the group. There should be a summary of reasons why candidates were dropped at each stage, which will assist in the required review of the various pools by the Office of Inclusion and Intercultural Initiatives.

f. **Candidate advancement**: Each time the Search Committee completes a set of candidate ratings, the Search Committee and the EVPHS shall meet to discuss the ratings. After receiving advice from the Search Committee, the EVPHS will decide on the list of candidates to move on to the next stage of the search process. The EVP should provide a rationale for this decision to the Search Committee. These advisory consultations and actions shall be deemed confidential.

g. **Consultation**: The home department will be consulted at the time the candidate is to be assessed for faculty appointment. These consultations shall be deemed confidential.

h. **Screening interviews**: As part of the screening process, the Search Committee will interview candidates rated as acceptable.

8. **Conclusion of Screening**

a. Committee members should take notes during the off-campus (Zoom) interviews and reconvene to narrow down to a list of finalists based on the criteria.

b. Committee members will discuss the full candidate list, which is likely to produce a list of "top candidates". Effort should be taken to summarize the strengths and weaknesses of each candidate. This will provide input into the committee's final
recommendations to the Executive Vice President for Health Sciences, as well as providing input to the Associate Provost and Associate Vice President for Academic Human Resources (or designee) in the review with the Office of Inclusion and intercultural Initiatives.

9. Finalist interviews

a. Once the finalists are identified, staff from the Office of the EVP for Health Sciences will determine the dates of their on-campus (or virtual) visit.

b. The co-chairs of the Search Committee have key responsibilities that include designating whom the candidate shall see during the finalist interviews.

c. Interviews will involve the Provost, the Executive Vice President for Health Sciences, the appropriate "home" department or equivalent unit in which the Dean will hold a faculty appointment, the Search Committee, and department chairpersons/unit directors as a group. In addition, this schedule will include, but not be limited to, meetings with other College of Human Medicine faculty, representatives of the staff and students, and other Deans, as well as additional stakeholders important to the mission of the College of Human Medicine.

d. Background information on each final candidate including the candidate’s curriculum vitae will be made available to faculty and appropriate staff and students.

e. Each finalist will be required to give a Zoom presentation open to the MSU Community. The Search Committee and the finalist will reach an agreement on the desired topics of the candidate’s talk and provide early notice to the candidate.

f. Frequently, there is a request for a video recording of the presentation. The candidate must give written permission for this in advance of his/her public presentation.

g. The selected individual may ask for and receive financial material relating to the college and the university once negotiations are initiated.

h. All faculty, staff, and students who meet with the candidate shall be provided the opportunity and are expected to submit a written evaluation or otherwise communicate their assessment of the candidate with the Search Committee. Arrangements will be made to electronically collect comments from those interacting with candidates using Qualtrics or a similar survey. University level interviewers’ comments will be collected via the Executive Vice President for Health Sciences office staff.

i. Those attending general sessions should have access to a survey system (e.g., Qualtrics or a similar system). The survey will be provided by the office of the Executive Vice President for Health Sciences, and results will be collected by a person designated by the search committee from within the college. To ensure confidentiality, summary information will be provided to the search committee and the Executive Vice President for health sciences, but not beyond these individuals.

j. At the conclusion of the on-campus or virtual interviews, the Search Committee will review structured comments from Qualtrics surveys, collected commentary from individual and group interviewers, Deans’ and central administration
commentaries. The search committee will engage in discussion to determine ratings along with the pros and cons for each candidate. The report, using a rating system like the following (others are available), rates candidates as acceptable or unacceptable. This is accompanied by a list of strengths and weaknesses compiled by the committee. Candidates SHOULD NOT be ranked 1, 2, 3, etc., because there may not be much difference between candidates. Neither the College or the individual recruited wants to be labeled as a specific number. The Search Committee’s report will be sent to the EVP.

10. The Executive Vice President for Health Sciences shall meet with the Search Committee prior to entering into negotiations with the candidate(s) selected by the Executive Vice President for Health Sciences.

11. Any modifications to confidentiality must be in compliance with rules and regulations of MSU. Any exception to these interview procedures, as described above, will be made only when a candidate requests full confidentiality, and at least five Search Committee faculty and the Executive Vice President for Health Sciences agree to honor such a request. Any modifications of confidentiality must be in compliance with rules and regulations of MSU.

12. All aspects of the search and rating procedure shall conform to the University's Academic Hiring Manual. The Associate Provost/Assistant Vice President for Academic Human Resources and the director of the Office for Inclusion and Intercultural Initiatives shall provide full assistance to the Search Committee in the search process.