

## College of Liberal Arts Center Director Selection Procedures

The role of Center Director (hereinafter referred to as Director) requires attributes and skills that allow the occupant to work effectively with faculty, staff, and students in multiple departments within and beyond the College, and in conjunction with the Dean, advocating for resources. Additionally, the Director must work effectively with University administration in a variety of contexts. Selecting a candidate for such a position requires all involved to balance their respective priorities and recognize the difficulty in finding candidates who can maintain the delicate balance required of them in this role. The following procedure governs searches for Directors in the College effective January 2021.

### **Interim or Internal Appointments**

When an interim appointment is necessary due to an unexpected vacancy, the following procedure will be used:

- 1) The Dean will solicit feedback from all full-time faculty and staff in all CLA departments.
- 2) The Dean will meet with Center Staff to discuss the feedback and listen to any concerns within the unit.
- 3) The feedback solicited will serve two purposes, the first of which is to consult with the departments to determine who is interested or willing to do the job. The second purpose will be to gather information about what faculty and staff perceive to be the future needs of the Center.
- 4) Based on the feedback received, the Dean will appoint an interim Director and then proceed as soon as is practical to hire a Director per the process outlined below.

### **Standard Appointments**

Generally, the University requires a national search to fill leadership positions. All University rules and procedures must be followed and take precedent if in conflict with this document. The following principles apply:

- 1) Faculty participation should be as broad and robust as is feasible. Although faculty not eligible for tenure may not have a formal role per MTSU policy, their input should be solicited in a fair and sensitive manner when applicable.
- 2) The Search Committee should seek feedback from others involved in the process prior to deliberations, including, but not limited to, the Dean, Center staff, and faculty not on the committee.
- 3) The Committee should endeavor to represent the will of all interested units.
- 4) Internal candidates can apply during a national search.

In an effort to make the most informed decision, the Dean will:

- 1) Solicit feedback from all full-time faculty and staff in the College prior to the launch of the search. The solicitation should provide opportunities for responses, in writing as well as through means that protect confidentiality, in order to gather information about what faculty and staff perceive to be the future needs, strengths, and weaknesses of the Center.
- 2) The Dean will appoint a Center Director or Department Chair to serve as Chair of the Search Committee.

- 3) The Dean will appoint members of the Search Committee, endeavoring to represent the disciplines, subfields, and various needs of the relevant Departments while keeping the Committee size manageable.
- 4) Meet with the candidates twice—once in a formal interview and once for lunch or dinner—and participate in an exit interview with the candidate led by the Search Committee.
- 5) Conduct off-list reference checks.
- 6) Communicate with the Committee as requested.
- 7) Thoroughly consider all feedback received from the Committee, the Provost, and other stakeholders.
- 8) Communicate his/her decision to the College, providing appropriate context in support of that decision.

The Dean is responsible for recommending the candidate for hire, negotiating with the selected candidate, and finalizing the hiring of the candidate.

In cases where an external search is not possible, such as when an open faculty line is not available and the addition of a line not justified or feasible, an internal process for selecting the next Director will occur as follows:

- 1) The Dean will solicit feedback from all full-time faculty and staff in the College.
- 2) The Dean will meet with Center Staff to discuss the feedback and listen to any concerns within the unit.
- 3) The feedback solicited serves two purposes, the first of which is to consult with the departments to determine who is interested or willing to do the job. Second, to gather information about what faculty and staff perceive to be the future needs of the Center.
- 4) If a consensus emerges about who should serve as Director and the Dean believes that person would be able to manage the job, both as an advocate for the Center and as a representative of the administration, the Dean will reach out to the faculty member to discuss the role. In some cases, multiple candidates may be put forward. The Dean will contact one or more of them to discuss the position.
- 5) If there is no viable candidate, the Dean will return to the faculty and staff for further discussion and share an overview of the content from those who participated in the initial conversation.
- 6) An additional solicitation for nominations will occur.
- 7) The hiring of a Director without a national search requires the approval of the Provost and the Assistant to the President for Institutional Equity and Compliance.