

**Guidelines for Searches for Department Chairs
(and Formal Leadership Positions of Other Academic Units)**

at the

University of Miami School of Medicine

The selection of leadership for a Department in the School of Medicine (or for one of its principal academic units) is an important event in the history of the institution, often significantly affecting for some years not only the educational, research and clinical activities of the Department and its faculty but also the programs of other Departments, the School and the University.

The principles governing the Search for Chairs should include the following:

- (a) The opportunity to select new leadership should be made use of to assess the strengths, weaknesses, future directions and needs of the Department.
- (b) The Search should be guided by this assessment and by the goals defined and the resources made available by the Dean.
- (c) Every effort should be made to assure the participation of Department faculty in the assessment and Search process and to keep faculty members regularly informed of the status of the Search.
- (d) The interests in the outcome of the Search of other Departments, of closely affiliated institutions and of the community should be recognized.
- (e) The goal of the Search should be to identify the most highly qualified candidate or candidates by a process that is timely, thorough, fair, sensitive to the potential for effective leadership in a diverse pool of candidates and as open as discretion permits; it is also important that the search process reflect well on the School. To achieve these ends, defined procedures should be followed whenever possible, tempered by flexibility where appropriate.
- (f) The outcome of the Search process should provide the Dean, as the appointing authority, with one or more recommendations that will, in the most desirable circumstance, have the support of the Department faculty, as well as of other interested constituencies, so as to provide vigorous, effective and collegial leadership for the Department and the School in the pursuit of academic excellence in the years that follow.
- (g) The Search process should conform with the written provisions and the intent of the University of Miami Faculty Manual.

The following procedures and practices are recommended in support of these principles:

1. In recognition of the importance to the School of Chair Searches; of the desirability of an orderly, efficient and generally uniform Search process that reflects well on the School; of the advantage to making use of institutional experience over time with the Search process; and of the considerable administrative burden generated by a Search carried out so as to achieve these goals, a staff individual should be appointed by the Dean to serve as continuing Coordinator for Searches for the School.
2. As soon as possible after a Chair becomes vacant, decisions should be made and announced by the Dean to the Department and the School concerning plans for interim leadership and for a Search. Prolonged tenure of Interim (Acting) Chairs is not in the best interests of the Department and the School and such appointments should rarely exceed two years. If such an appointment is to be extended, the Dean should convey the basis for this decision before the end of the second year both to the faculty of the Department (in a meeting convened for an exchange of views on the matter) and to the School Faculty Council.
3. The announcement of a change in Chair should promptly initiate a thoughtful Departmentally-based assessment of the academic and administrative strengths, weaknesses, future directions and needs of the Department in the context of the status of its discipline nationally and of local considerations. A tenured member of the Department faculty should be chosen by the Department to lead this assessment effort, which should include the participation of faculty of various ranks and interests. The assessment may involve consultation with others in the local and national academic communities and should be concluded within three months. A written report of the assessment and of recommendations based on it should be circulated to Department faculty for comment. The final Assessment Report, revised if appropriate and appending additional views as necessary, should be made available to Department faculty, to the Dean, to the subsequently constituted Search Committee and, at some point in the Search process, to Chair candidates. A meeting of the Dean with the Department faculty should be held for the purpose of exchanging views on the final Assessment Report.
4. A Chair Search Committee should be appointed by the Dean within four months of announcement of a Chair becoming vacant. The composition of the Committee should reflect the major interactions and academic and institutional partnerships of the Department and should include at least two Department members chosen by vote of the Department faculty (one, in the case of Departments with fewer than 20 faculty). For clinical departments, the Committee should include at least one representative from the Miami VA Medical Center for those Departments having services at that facility; at least one community-based physician who is a member of the Voluntary Faculty

- (preferably a graduate of the School or of its programs); and a senior administrator of Jackson Memorial Medical Center for those Chairs who will also serve as Chiefs of Service there. The Committee should include representation of women and minorities. At least one member of the Committee shall be a member of the School Faculty Council whose responsibility it will be to keep the Council regularly informed of the status of the Search. All members of the Committee must be members of the faculty, with the exception of administrators at JMMC. The Chair of the Committee will be designated by the Dean and must be a full-time member of the faculty.
5. The Dean will personally convey a Charge to the Committee at one of its initial meetings, including projected goals for the future development of the Department, views of the type of leadership needed and information as specific as possible about the resources to be made available to the new Chair. The Dean's views on the Department's Assessment Report should be made known. The purpose of the Charge is to guide the Committee and provide an appropriate context for the Search. The time-frame envisioned for the Search should be discussed; rarely should this extend beyond one year.
 6. At its early meetings, the Committee will:
 - (a) review the Dean's charge
 - (b) review these Guidelines
 - (c) review the Department's Assessment Report, other pertinent background and resource information and the views of Committee members concerning the Department's strengths, weaknesses, directions and needs
 - (d) hear invited presentations from within (and outside) the Department
 - (e) decide on the desirability of outside consultation and proceed with relevant arrangements, if appropriate
 - (f) agree on means to identify the appropriate candidate pool (academic leaders and organizations to be contacted concerning potential candidates, professional journal advertising, etc.)
 - (g) agree on specific means to assure active solicitation of women and minorities as potential candidates and their inclusion in the candidate pool (including contacting appropriate local and national individuals and organizations)
 - (h) review and approve drafts prepared by the Committee Chair of the advertisement of the position; of letters soliciting potential candidates, including a letter to School and Department faculty soliciting their

nominations and a letter inviting Department faculty to indicate willingness themselves to be considered for the position; and of letters acknowledging receipt of suggestions of candidates

- (i) attempt to formulate the characteristics of desirable candidates based on (a), (c), (d) and (e)
 - (j) under the supervision of the Chair (and with the support of the Coordinator), establish a confidential file regularly available to all Committee members on each candidate proposed, to include background material, correspondence and written documentation of telephone discussions and other contacts pertinent to the candidate
 - (k) assure compliance with University and School regulations for recruitment and selection through early coordination (as soon as (h) is completed) with the Offices of Faculty Affairs and Affirmative Action
 - (l) make provision for a written but confidential record to be kept of each of the Committee's meetings, to include an accounting of date, time and those present and of procedural and substantive actions reported on and taken (but not of opinions or evaluations expressed or conveyed by Committee members or others)
7. At subsequent meetings, the Committee will:
- (a) review and assign preliminary ratings to candidates proposed
 - (b) decide, based on these ratings, on candidates concerning whom additional information will be sought
 - (c) solicit at least three letters of recommendation for each of these candidates
 - (d) agree on appropriate informal telephone contacts concerning such candidates (with the understanding that written records will be made of contacts for inclusion in candidate files)
 - (e) assure that women and minority candidates have been actively solicited and, if appropriate, included among candidates to be further considered
 - (f) determine that potential candidates from within the Department have responded to the Committee's invitation to declare their willingness to be considered

8. After reviewing information obtained from (6), the Committee will agree on inviting suitable candidates for one or more visits to the Medical Center. Careful plans will be made for the content and structure of these visits. Among pertinent considerations are:
 - (a) the importance of careful attention to the convenience, comfort, hospitality and impressions conveyed to candidates, not only in the context of the Search, but also in view of the significance of such visits as expressions of the standards of the Medical Center beyond the outcomes of the Search
 - (b) the need to provide for meaningful interactions between candidates and current leadership at the Medical Center, as well as with Committee members individually or in small groups
 - (c) the desirability of providing (usually at the time of a second visit) for meaningful interactions between candidates and individuals or groups of Department faculty, including faculty of various ranks and interests; and of assuring that, at some time before a final recommendation on candidates is made by the Committee, arrangements are made for each candidate to meet with the Department as a whole for purposes of a presentation by, and exchange of views with the candidate in an open forum
 - (d) the requirement to solicit written (but confidential) impressions by all who interact with a candidate, such opinions to be included in the candidate's file that is accessible to Committee members. (The Committee will consider the desirability of requesting structured responses by means of forms made available to those whose opinions are solicited, using models kept on file by the Coordinator)
 - (e) the need to assure that candidates that are being considered from within the Department are accorded the same opportunities for interaction as those invited to visit from other institutions
 - (f) the requirement for an extended meeting of the entire Committee with each candidate, preferably near the end of the visit
9. The Committee will meet regularly during this ongoing process of visits and evaluations to review and discuss impressions of the candidates. At its discretion and judgment, the Committee will continue this process until a consensus is reached that it is prepared to recommend with enthusiasm at least one and preferably two or more candidates for the position to the Dean. Before making such recommendations, the Committee will undertake to confirm discreetly but with confidence the experience and credentials listed by candidates being considered for recommendation. Once the Committee has agreed on a roster of candidates to be recommended to the Dean, a formal but

- confidential poll of Committee members will take place to provide a ranking of those candidates being recommended. The results of this poll will not be made known to the Committee but will be conveyed in a written report to the Dean by the Committee Chair and maintained by the Dean in the School records of the Search process. As soon as possible after receiving the list (and ranking) of recommended candidates, the Dean will meet with the entire Committee for an exchange of views concerning the strengths and weaknesses of the candidates recommended.
10. While not bound by the Search Committee's recommendations, the Dean, as the appointing authority, will ordinarily proceed to negotiate conditions of appointment with one or more of the recommended candidates. At some time before a final decision and formal offer of appointment are made by the Dean, and preferably as early in this process as possible, the Dean will obtain a formal but confidential vote of the Department faculty (acting as the 'Consultative Committee' prescribed in the Faculty Manual) concerning the appointment of a candidate, as mandated by the Faculty Charter. The poll of Department faculty for this purpose will be carried out by the Speaker of the School Faculty Council (or a designee, if deemed appropriate), with the result conveyed in confidence to the Dean. The Dean is advised to take this vote into serious consideration before making a final decision to proceed with an offer of appointment.
 11. As a matter of collegiality and courtesy, it is anticipated that the Dean will meet with the Search Committee and with the Department faculty to announce the outcome of the Search before this decision is made public. The Dean will consider the desirability of describing at this time the basis for the decision, especially if it deviates from the recommendations of the Search Committee or of the Department faculty.

While these guidelines are not intended to have the binding effect of formal regulation, it is expected that the basis for any significant deviation from the practices and procedures recommended will be made clear to those involved.