




DATE: March 16, 2017

TO: Deans, School Chairs, IRI Directors

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FROM: Rafael L. Bras, Provost and Executive Vice President for Academic Affairs 

SUBJECT: Search and Appointment Guidelines for Internal Administrative and Named Positions

Georgia Tech's Strategic Plan describes our aspiration "*to be an Institution that pursues excellence and embraces and leverages diversity in all of its forms.*" Based on conversations with many of you, I know you share my dedication to this ideal.

Applicable Positions and Processes

Although external searches are sometimes the best course, it is a common and sound practice to pursue an internal process to select and appoint current faculty members to a variety of positions of leadership within the schools, colleges, centers, and the Institute. Individuals in these positions are voices in decision making, gain visibility, and are frequently tapped for higher levels of leadership. Thus the selection and appointment process should be consistent with this level of influence. Examples of positions sometimes filled through internal searches and appointments may include, but are not limited to:

- assistant/associate/executive director of an IRI, center, or program
- associate school chair
- school chair
- assistant/associate/senior associate dean
- dean
- assistant/associate vice provost/president
- vice provost/president
- assistant/associate provost
- named/endowed faculty positions

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Search and Appointment Guidelines

As we aspire to equity and fairness in making these types of internal appointments, the following guidelines are intended to ensure open and inclusive processes. The processes to identify, select, and appoint current faculty members to these roles should include, whenever reasonable and possible, the following elements:

- 1) An open call or announcement of the available position including a description of the position, key responsibilities, qualifications and application process. This announcement can be done via email to all potentially eligible candidates (for example, an email to the school or college faculty).
- 2) The hiring administrator (typically the unit head) should seek advice and input – ideally, from a search committee – about the appropriateness of each candidate for the position. All advisers should bring and represent diverse perspectives and be sensitive to potential implicit biases.
- 3) The hiring administrator/unit head should discuss the finalist pool, position, and vetting process with his/her supervisor prior to candidate interviews. The substance of the discussion should be documented for the search file. (For example, if the position being selected is an associate school chair, then the school chair should review the pool with the Dean or designate. If the position is an associate dean position, then the dean should review the pool with the Provost or designate.)
- 4) Upon selection of the finalist, the appointment must be entered into GT-TRACS and approved through the standard approval process, before a formal, written offer is extended to the candidate. If negotiation with the candidate prior to finalization is desired, the hiring administrator/unit head should review the approximate terms of the offer and plans with his/her supervisor prior to discussion with the candidate.

Exceptions to the Guidelines

The above guidelines represent best practices and should be followed in most, if not all appointments. However, it is understood that these types of internal appointments can be valuable tools for retention of faculty members, which sometime require a time-sensitive response. Should a need arise to forego portions of this search and appointment process, the hiring administrator/unit head can seek an exception to these guidelines through a written direct request to their direct supervisor. Summary documentation of the approval for the exception should be included in the GT-TRACS package and reported to me (via Jennifer Herazy).

I understand that these guidelines introduce new procedures that may represent a shift in how many units have functioned. Deliberate and thoughtful change to our processes is necessary to achieve the goals of our Strategic Plan and ensure alignment with our shared values of integrity, excellence, leadership and community. I, along with my leadership and staff teams, are ready to support, guide, and advise you as you adopt these guidelines.