

CONFIDENTIAL

**Duke University Board of Trustees
Procedures for Appointment and Review of Officers
Draft October 4, 2015**

Appointment and review of the officers of the university is one of the most important responsibilities of the Board of Trustees and the president.

As defined in the university bylaws, “The Officers of the University shall be a President, a Provost, and a Chancellor for Health Affairs, an Executive Vice President, a Treasurer, a University Counsel, and a University Secretary.” The bylaws require that the president “. . . recommend to the Board of Trustees persons to be Officers of the University other than the President,” and that “All Officers of the University shall be elected by the Board of Trustees”

The following procedures have been created to assist the president and the trustees and to ensure that the faculty and other constituencies participate in the appointment and review of officers. Faculty participation in the appointment and review of officers, as detailed in this document, is also recorded in the Duke Faculty Handbook, Appendix C.

Appointment of Officers

FOR PRESIDENT

In searches for the position of president, the board will appoint a search committee—upon the recommendation of the chair of the board—and it will consist of trustees, members of the faculty, and others the board deems appropriate. The Academic Council will provide the board a list of 12 faculty members from which the board may select the faculty representatives. At least five members of the committee will be members of the faculty and one of them will serve as vice chair of the committee.

The search committee will seek qualified individuals from both inside and outside the university; be responsible for the identification, recruitment and selection of candidates to be interviewed; conduct interviews of the candidates; and endeavor to recommend up to three candidates in rank order to the Executive Committee of the Board of Trustees. It will be expected to explain its efforts to build an outstanding and diverse pool of candidates.

The Executive Committee of the Board of Trustees will discuss a report on the search, presented by the chair and vice chair of the search committee, and forward a final nomination of one candidate to be voted upon by the board.

FOR OTHER OFFICERS OF THE UNIVERSITY

In appointments of the provost, chancellor for health affairs, and executive vice president, the process begins with the president appointing a search committee; in appointments of other officers, the president will determine the best method for seeking advice and input.

The search committee will consult with various constituencies to develop a description of the position, noting the qualities and experience sought in candidates; seek qualified individuals from both inside and outside the university, consulting widely and advertising the position in appropriate publications to develop an outstanding and diverse pool of candidates; interview a small group of candidates; and recommend up to three unranked finalists to the president, who then recommends one for appointment by the Board of Trustees.

The president will determine the composition of search committees, which will consist of trustees, faculty, and others the president deems appropriate. For each search committee, the Academic Council, after consultation with the president, will provide the president with a list of 12 faculty members from which the president selects the faculty representatives of the search committee.

- In searches for the provost, the search committee will consist of a maximum of 12 members, of whom at least six members will be from the faculty. On the advice of the Academic Council, the president will appoint one of the faculty representatives as chair of the search committee.
- In searches for the chancellor for health affairs or the executive vice president, at least four members of the committee will be faculty representatives. For the chancellor, at least two faculty members will be selected from within the Medical Center (at least one from the clinical faculty and at least one from basic sciences) and at least two from outside the Medical Center. The chair or vice-chair of the committee will be a faculty member. In naming the faculty member to serve as chair or vice-chair, the president will consult with the Academic Council.

Review of Officers

Officers are appointed to five-year terms, and reviews are conducted in the fourth year of their terms. If an officer is being considered for a terminal reappointment of two years or less, no review will be conducted.

The review process begins with the appointment of a review committee, which considers a written self-evaluation provided by the officer being reviewed and then meets with the officer. The committee then solicits comments from members of

constituencies who have worked with the officer, and it conducts interviews of key individuals. After discussing its findings, the committee prepares a written report, in which it analyzes and evaluates the information it has received. The committee is not asked to make a recommendation regarding reappointment.

FOR PRESIDENT

The Board of Trustees will initiate a review and seek input from the community, faculty, students, administrative staff, and alumni. The chair of the Board of Trustees will consult with the Executive Committee of the Academic Council before establishing procedures for such review.

FOR OTHER OFFICERS OF THE UNIVERSITY

The president will determine the overall composition of review committees, appointing trustees, faculty, students, administrative staff, and others, as appropriate. The president will appoint faculty representatives from a list of names provided by the Academic Council. A member of the faculty will serve as chair on review committees for the provost and the executive vice president and will serve as chair or vice chair on the review committee for the chancellor for health affairs.