Search Committee Process Update
Recruitment of Deans

2020 Road Map Objective

Attract, retain and reward top people

From the Board of Trustees–Administration–Faculty Task Force on Administrative Searches

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Dean Flow at Top Public Universities

Methodology:
- Identified graduate divisions/schools and colleges containing breadth of programs analogous to those at Clemson for the 24 public institutions ranked more highly than Clemson by US News and World Report (USNWR)
- Sample: 175 deans
- For interims: prior or soon-to-start sitting deans identified
- Professional histories secured for all 175 deans Institution of previous position identified
Results

- 4/175 (2%) of deans came from the private sector (2 education, 1 engineering, 1 business)

- 5/175 (3%) of deans came from non-comprehensive or stand-alone specialty academic institutions

- 3/175 (2%) of deans came from universities abroad (Australia, England, Israel)

- 22/24 (92%) of Graduate deans/VPs are internal hires

- 92/175 (53%) of all deans are internal hires

- 70/151 (46%) of all non-Graduate deans are internal hires
From Whence Do They Come?

• The majority come from within their institutions.

• For those that don't, do they come from institutions of higher or lower rank?

• Examine the distribution of change of institutional rank when a dean changes universities, using 2 different rankings:
  • USNWR national ranking (includes public and privates b/c some deans at publics come from privates)
  • Matriculation ranking based on revealed student acceptance preferences when they choose one of multiple competing admissions offers (Avery et al., Quarterly Journal of Economics 2013)
• 61% of non-internal hires are from institutions ranked LOWER by USNWR
• 14% of deans come from institutions with USNWR rankings >5 spots higher
• 83% of deans are either internal or come from institutions with lower USNWR ranking
53% of non-internal hires come from institutions with LOWER matriculation ranking

17% of deans come from institutions with matriculation rankings >5 spots higher

82% of deans are either internal or come from institutions with lower matriculation ranking
Implications

Within the USNWR Top 24 Publics:

• For any given dean search, the single most probable outcome by far is an internal hire.
  ➢ recognizing, developing, retaining internal leadership is critical
• The probability of 5 College + 1 Graduate dean(s) being internal or from lower ranked institutions is 40%.
  ➢ filling our dean roster with such hires would not be abnormal

Based on the Top 24 Publics, Clemson is likely to be able to attract only 1 dean from an institution ranked more than a few higher national USNWR or Matriculation Rank spots.
  ➢ Filling our dean roster with hires from GaTech, Michigan, Cornell, Virginia, etc is unrealistic

Attracting sitting deans from higher ranked institutions (5 out of 175 deans) is possible, but sitting deans are more likely to move from lower ranked institutions (16 out of 175 deans)

National searches for Graduate Deans are inefficient/unproductive (or perceived to be) for the Top 24 Publics.