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Vicki L. Hewitt, Ed.D.  
University Senate  
Rutgers, The State University of New Jersey  
335 George Street, Suite 1250  
New Brunswick, NJ 08901

Dear Dr. Hewitt,

I write in response to University Senate charge 1909-1, Searches for University Leadership. Thank you to the members of the Faculty and Personnel Affairs Committee for sharing their feedback on this topic. One important caveat here is that presidential searches at Rutgers are the sole purview of the Board of Governors, so while I am happy to share the charge with the chair of the Board of Governors, I cannot make commitments on their behalf. Below I speak to other senior level searches.

I am committed to shared governance principles and take the recommended steps seriously as an effort to ensure those principles are upheld where possible. However, in some cases they run up against the reality of these types of searches. As an example, the decision to make some searches confidential (i.e., the name of the appointee is not public until the candidate has committed) is essential to attracting many candidates. I can say with certainty that I would not have been a candidate for this position had it been an open search. So announcing the preferred candidate at two Senate meetings simply wouldn't be possible in those cases. And even in open searches, the timing at the end of a search may prove challenging to accommodate two Senate meetings that are potentially a month or more apart.

Here I describe a general approach to senior searches that my team undertakes so that you have a better understanding of how we seek to balance the many competing needs a search includes.

- Forming a search committee
  - Every search committee should have representatives from across the relevant area: faculty and staff; and students, alumni/ae, board members where appropriate.
  - There should be a balance of key demographics where possible, from embodied characteristics to ranks, disciplines and administrative units.
  - While it has not been the practice here, I commit to consulting with the Senate on some of the committee members for senior searches. As an example, at my prior institution, the Faculty Senate suggested multiple faculty members, and the

administration then selected from that group so that we could ensure the balance noted above. I will consider taking that approach at Rutgers.

- Gathering feedback from the community: An essential part of the search process is ensuring that members of the community have the opportunity to provide input on things like key characteristics they think the next leader should have, as well as opportunities and challenges for the unit. That information is used to inform both the position description and the rubric the committee uses to evaluate candidates. That information is collected in:
  - Public listening sessions
  - An anonymous survey
  - Written feedback to a dedicated email account
- Recruiting and selecting candidates: Often in partnership with a search firm, we work to create the most diverse and qualified pool possible. This recruitment includes direct outreach to potential candidates, nominations, and targeted posting/advertising. Community members often have helpful suggestions for candidates.
- Communication/transparency: As you suggest, it is important to make public the search committee, and I am committed to that. As an example, [here](#) is my announcement about the Camden chancellor search, one of the first Rutgers conducted after I arrived. While the CVs/resumes aren't available on the site, the names are public and searchable. Perhaps we could add hyperlinks to Rutgers profiles where available. You'll also see the dedicated email account for feedback. In addition, the Camden community received invitations for listening sessions, a link to the survey, and encouragement to meet with members of the search committee with their representative groups.

I hope this information conveys the level of commitment I have made to ensuring that senior searches represent the community, provide multiple opportunities for feedback, and give us the strongest chance at attracting and appointing the best candidates possible.

In addition, I am copying each of the chancellors and the EVPAA so that they can take under advisement the suggestions from the charge, as well as have a record of how my office manages senior searches. I am grateful for the opportunity to provide this response and information and thank the Faculty and Personnel Affairs Committee for its work.

Sincerely,



Jonathan Holloway

cc: Nancy Cantor, Chancellor, Rutgers University–Newark  
Francine Conway, Chancellor-Provost, Rutgers University–New Brunswick  
Brian Strom, Chancellor, Rutgers Biomedical and Health Sciences  
Antonio Tillis, Chancellor, Rutgers University–Camden  
Prabhas Moghe, Executive Vice President for Academic Affairs  
William Best, Chair, Board of Governors