
New Jersey Institute of Technology
Presidential Search and Selection Guidelines and Timeline

Document Revised July 13, 2020

Purpose

The purpose of these guidelines is to establish a process and timeline for the search and selection of the next NJIT President. The Board of Trustees considers the selection of the President to be one of its most critical and important responsibilities. The Board is committed to attracting and retaining the best qualified individual to serve as President whose knowledge and experience can advance the university's mission and strategic direction. The guidelines below have been developed to assist with the search and have incorporated NJIT's shared governance framework.

Presidential Search and Selection Principles

To achieve the recruitment of high-ability and high-quality applicants, searches for NJIT presidents will be organized and managed in a confidential manner (no search committee communications, deliberations and identity of candidates will be publicly disclosed). The search and selection process should be comprehensive and inclusive as well as consider and respect the campus community engagement and feedback. It is critical that the search and selection duration be conducted expeditiously in order to protect the candidate pool, semi-finalist and finalist groups from attrition due to competing candidate opportunities and interests; as well as emphasizing the NJIT president search and selection resoluteness and professionalism. The Search Committee and Board of Trustees must prevent actions that can potentially create a lengthy search process.

Board of Trustees Bylaws - Selection and Appointment of President

"The Board is vested with the authority to appoint and fix the term of office of the President. Presidential search procedures shall be conducted in accordance with the Board's authority to appoint the President and to determine the President's duties, pursuant to N.J.S.A. 18A:64E-18(g). The Board adopts the Presidential Search and Selection Guidelines. When a vacancy occurs, the Board shall review the guidelines and may modify the selection process." The complete guidelines are contained in the Board Handbook.

Executive Summary

Governance Tasks – 6 months: Prior to performing the search and selection there are several administrative tasks the Board of Trustees must accomplish in order to be prepared to execute the search and selection, including but not limited to [1] search/selection guidelines review and adoption; [2] Trustees Bylaws and Faculty Handbook modifications; [3] NJIT Strategic Assessment; [4] prepare RFP for hiring of executive recruitment search firm specializing in higher education.

Phase 1 - Pre-Search Tasks (quiet stage) - 6 months: – This is the “quiet” and preparation phase of the search/selection process to be conducted by the Board of Trustees in a confidential manner. The Board of Trustees is responsible for ensuring that the search is ready to execute when the Search Committee has its initial meeting. Board of Trustee activities include but are not limited to [1] hiring of the executive recruitment search firm (who shall be responsible for managing and performing the day-to-day search activities); [2] feedback from the Faculty Senate Executive Committee to develop the Presidential Profile; [3] seek out prospective Search Committee members recommendations; [4] approve final Presidential Profile; [5] approve Search Committee individual members; [6] approve Search Committee “charge” and all search marketing materials, protocols, processes and documents.

Phase 2 – Search - 4 months: At the search inception, the Board of Trustees Chair and NJIT President shall jointly and publicly announce [1] Presidential transition; [2] Search Committee Chair naming, and [3] Search Committee formation. The Board of Trustees will “charge” the Search Committee. The Search Committee is responsible for executing the search in the prescribed timeframe and presenting qualified and vetted finalists to the Board of Trustees. The Search Committee reviews the marketing materials as well all other search protocols, guidelines, processes and documents (as approved by the Board of Trustees). The Search Committee conducts the search, candidate(s) vetting, “off-campus interviews” and approves the recommended finalist candidate(s) shortlist to be presented to the Board of Trustees.

Phase 3 – Final Selection - 3 months: The Board of Trustees manages the finalist selection process including in-depth vetting, finalist interviews, next president selection and selected candidate contract negotiations.

Phase 4 – Public Announcement – 1 Month: The Board of Trustees approves and announces selection of the next NJIT President

Governance Tasks – 6 months

Prior to the Search, the Board of Trustees should solicit campus stakeholders regarding NJIT's future goals and opportunities in order to develop a "strategic assessment". The strategic assessment, to be approved by the Board of Trustees, should also include the financial health and academic program strengths/opportunities. In the event the Board of Trustees has recently or are in the process of developing a strategic planning document, self-study or reaccreditation, which included campus community engagement, then such document(s) may serve as all or part of the basis for the strategic assessment. Based on this assessment, the Board will develop a DRAFT comprehensive Presidential Profile describing the personal qualifications, personal qualities and characteristics, experience, and competencies desired in the new President as well as a position description outlining duties and responsibilities. The Board of Trustee representative(s) shall meet with the Faculty Senate Executive Committee to review the presidential search and selection guidelines in order to consider modifications to Faculty Handbook. The Board shall review and modify the presidential search and selection guidelines, board bylaws and board handbook. The Board shall solicit proposals from executive recruitment search firms specializing in higher education.

Additional details are outlined on the attached "Timeline, Responsibility and Checklist for the Search and Selection of President."

Phase 1 - Pre-search Tasks (quiet stage) - 6 months

This is the "quiet" and preparation phase of the search/selection process to be conducted by the Board of Trustees in a confidential manner. The Board of Trustees shall contract with an executive recruitment search firm. The executive recruitment search consultant shall have significant responsibility for the execution and management of the search. The executive search consultant shall prepare (for Board of Trustees approval) detailed implementation search processes and documents in accordance with the Board guidelines and timeline (including advertising, recruitment, screening, candidate communications; technology protocols, interview logistics and procedures, preliminary background and reference evaluation methodology, and finalist(s) recommendation procedure). The Board of Trustees will solicit feedback from the Faculty Senate Executive Committee and University community regarding the qualities, skills, attributes and experiences desired in a candidate. The Board of Trustees will use the feedback information to inform the creation of the Presidential Profile which will be used during the search and selection process.

The Board of Trustees approves the final Presidential Profile. The Board approves guidelines, marketing materials, protocols, processes and documents that will be utilized and govern the conduct and timeline of the Search Committee. Prospective Search Committee member recommendations and candidates are sought-out by the Board of Trustees. The Board of Trustees Chair will appoint, with Board approval, a Search Committee (see below for details on the search committee composition and responsibilities), including a member of the Board of Trustees to serve as the Chair of the Search Committee. The Board of Trustees to develop and approve the "charge" to the Search Committee. Meanwhile, the recruitment search consultant shall generate an initial pool of potential preliminary candidates for presentation to the Search Committee at its initial meeting.

Additional details are outlined on the attached "Timeline, Responsibility and Checklist for the Search and Selection of President."

Phase 2 – Search - 4 months

A presidential search will include the establishment of a Search Committee. Although the Search Committee does not select or appoint the President, the Search Committee will be charged by the Board of Trustees with organizing and executing the search in order to present vetted finalist candidate(s) to the Board of Trustees.

At the inception of the search phase, the Board of Trustees Chair and NJIT President shall jointly and publicly announce [1] Presidential transition; [2] Search Committee Chair naming and, [3] Search Committee formation. The Board of Trustees will give the Search Committee its “charge”. The Board of Trustees charge to the Search Committee shall include, but not be limited to, [1] conducting a rigorous and far-reaching search for highly qualified candidates; [2] a statement regarding the importance of confidentiality, requiring the Search Committee members to sign a code of ethics and confidentiality statement; [3] guidelines, marketing materials, protocols, processes and documents that will be utilized and govern the search conduct and timeline; [4] a communications policy regarding who is authorized to speak for the Search Committee and the form(s) of such communication.

At the initial meeting of the Search Committee, the Committee should review the marketing materials as well all other search protocols, guidelines, processes and documents (as approved by the Board of Trustees). Also, during the initial Search Committee meeting the recruitment search consultant presents an initial pool of preliminary potential candidates for Search Committee review. The Search Committee will carry out recruitment efforts to include marketing in well-respected national and regional media/publications and other means to broadcast the position. The Search Committee will consider candidate submissions, and then select and interview a group of semi-finalist candidates. The interviews are to be conducted off-campus over a period of several days. After these interviews and deliberation on the semi-finalists, the committee should identify finalists to be submitted to the Board of Trustees for their consideration. The search committee should submit to the Board of Trustees the names of the finalists, unranked, together with all relevant materials, and a brief written report of the Committee’s assessment of the strengths and weaknesses of each finalist.

Search Committee

The Board Chair will seek to appoint individuals to the Search Committee who possess an understanding of the position of the President and the ability to invest the time in the search process, to place the university priorities and needs above narrower special interest group concerns, and to maintain confidentiality during and after the search. It is critical that the members of the Search Committee are exclusively committed to the identification and recommendation of the strongest possible candidates for the presidency of NJIT. All Search Committee nominations are to be made by the Board of Trustees Chair, unless otherwise indicated herein.

The Board Chair shall make all Search Committee appointments, subject to the approval of the Board. In making Search Committee appointments, the Board Chair may seek input from Trustees; the current NJIT President; the Presidents of the Faculty Senate and University Senate; and other university leadership (unless such individual is a potential candidate for president).

The key responsibilities and goals of the Search Committee are:

1. To abide by a strict code of confidentiality
2. To recruit a pool of high-ability and high-quality candidates, through a national and proactive search using all available means;
3. To select from that pool, with carefulness, consideration, and diligence, a group of no fewer than two finalist candidates (assuming they are strong high merit and highly qualified candidates) and no more than five finalist candidates to be recommended to the Board of Trustees, unranked.

However, if the Search Committee, after consultation with the Board of Trustees, both agree and determine that there exists such an “overwhelmingly strong and clearly apparent choice” that it would be unfair, unethical and a waste of time and resources to continue with the search and selection process; then if such an “overwhelmingly strong and clearly apparent choice” consent were to occur, the Board of Trustees should proceed to full due diligence, and if due diligence is abundantly acceptable, thereafter enter into negotiations that lead to the appointment of NJIT President.

In meeting its primary responsibilities, the Search Committee will carefully review and adhere to the following considerations:

- The Presidential Profile describing the professional qualities, skills, attributes and experiences sought in the individual to be selected as president, as approved by the Board of Trustees.
- The criteria that identifies and promotes both traditional academic candidates as well as non-traditional candidates.
- Search and finalist selection actions that are conducted in a manner consistent and respectful of equal opportunity and diversity policies requirements.
- Unbiased and consistent evaluation criteria based on the professional qualifications and personal qualities sought.
- Maintaining confidentiality during the entire process to protect the candidates, the integrity of the process, and the interests NJIT.

The Search Committee duration will most likely overlap an academic year and academic semester recess as well as overlap the term of office for individuals who are appointed to the Search Committee by virtue of their official position (e.g. Student Senate President, Board of Overseers Chair, etc.). Therefore, the named person (not the title or office held) appointed to this committee must be available and is personally expected to serve for the entire search phase duration period. Appointed Search Committee member substitutions will not be permitted once the Committee has formed, except in very extreme situations (subject to the discretion and approval of the Search Committee Chair and Board of Trustees Chair). If a potential committee member by virtue of their official position is also a candidate for president, then that person shall not be permitted to serve as a search committee member or influence the search committee designee recommendations.

The Search Committee, which shall include 21 voting members, shall be chaired by a Trustee who is appointed by the Board Chair and acts as the sole spokesperson for the Search Committee. In the event of a conflict of interest arises between a Search Committee designee or member and a potential candidate, then alternate members may be identified without influence from the potential candidate, or recusal related to a particular candidate is also an acceptable remedy (all conflict remedies are subject to approval of both the Board of Trustees Chair and the Search Committee Chair and should include consultation with NJIT Counsel).

The Search Committee composition will include the following:

1. One [1] - Search Committee Chair (current Board of Trustee member, not the current BOT Chair)
2. One [1] - Board of Trustees Chair
3. One [1] - Board of Trustees or Trustee Emeritus member
4. One [1] - Board of Trustees or Trustee Emeritus member
5. One [1] - Board of Trustees or Trustee Emeritus member
6. One [1] - Board of Overseers Chair (if designee, three recommendations are requested to be nominated by Board of Overseers)
7. One [1] - Board of Overseers member (three recommendations are requested to be nominated by Board of Overseers)
8. One [1] Senior Administration (VP or Senior VP)
9. One [1] Dean of a College
10. One [1] University Senate President or designee (if designee, three recommendations are requested to be nominated by University Senate Executive Committee)
11. One [1] Faculty Senate President or designee (if designee, three recommendations are requested to be nominated by Faculty Senate Executive Committee)
12. One [1] Faculty from Newark College of Engineering (three recommendations are requested to be nominated by Faculty Senate Executive Committee)
13. One [1] Faculty from the College of Architecture and Design (three recommendations are requested to be nominated by Faculty Senate Executive Committee)
14. One [1] Faculty from the College of Science and Liberal Arts (three recommendations are requested to be nominated by Faculty Senate Executive Committee)
15. One [1] Faculty from Martin Tuchman School of Management (three recommendations are requested to be nominated by Faculty Senate Executive Committee)
16. One [1] Faculty from Ying Wu College of Computing (three recommendations are requested to be nominated by Faculty Senate Executive Committee)
17. One [1] representative from the Lecturers and Educators Congress (three recommendations are requested)
18. One [1] Undergraduate Student Senate President or designee (if designee three recommendations are requested to be nominated by Student Senate)
19. One [1] Graduate Student Association President or designee (if designee three recommendations are requested to be nominated by the Graduate Student Association)
20. One [1] NJIT Alumni Association President or designee (if designee three recommendations are requested to be nominated by the NJIT Alumni Association Executive Committee)
21. One [1] member (preferably a Chair) from one of the six College Board of Visitors

The Search Committee Chair (in consultation with senior administration and Board Chair) will designate a confidential senior administrative individual (non-voting) to work with the Search Committee and executive recruitment search consultant to help coordinate the day-to-day activities. Staff will assist in such matters as:

- aiding the executive search recruitment firm;
- processing committee documents and secure communications;
- providing liaison between semi-finalist candidates and the Search Committee during the off-campus interview process;
- providing liaison between finalist candidates and the Board of Trustees in the final stages of the process;
- maintaining the permanent records of the search
- some of the above functions may be performed by the executive recruitment firm

Additional details are outlined on the attached “Timeline, Responsibility and Checklist for the Search and Selection of President.”

Phase 3 – Final Selection - 3 months

The Board of Trustees is responsible for conducting the finalist selection process including in-depth vetting, finalist interviews, final selection and selected candidate contract negotiations. The recruitment search consultant will assist in this phase of the process. Upon receiving the list of finalists, the Board of Trustees will immediately review the Search Committee finalists in order to determine if all, some or none will advance as a finalist in the selection process.

The Board of Trustees shall direct the search firm consultant(s) or professional reference check company to immediately conduct in-depth background and reference checks on each finalist to ensure exhaustive and reliable references on candidates, including checking references independent of the references submitted by the candidates. Recognizing the need for candidate confidentiality, the Board may arrange for finalist(s) on-campus interviews and feedback. Following final interviews of the final candidate(s), the Board of Trustees will proceed to either [1] select the successful candidate; [2] re-charge the search committee; or [3] any other option.

Prior to final selection, the Board with assistance from NJIT Human Resources and NJIT Counsel, will negotiate the terms of appointment, compensation, and other employment details with the successful candidate.

Additional details are outlined on the attached “Timeline, Responsibility and Checklist for the Search and Selection of President.”

Phase 4 – Public Announcement – 1 Month

This phase includes formal appointment by the Board of Trustees and the next NJIT President public announcement.

Additional details are outlined on the attached “Timeline, Responsibility and Checklist for the Search and Selection of President.”

Timeline, Responsibility and Checklist for the Search and Selection of President

| Process | Checklist | Timeline |
|---|--|------------------------|
| <p>Presidential Search & Selection Governance Tasks</p> | | <p>6 Months</p> |
| <p>Responsibility: Board of Trustees Chair - jointly with Executive Committee, Nominating Committee Chair & Board of Trustees</p> <p>The Board shall review and may modify the presidential search and selection guidelines, board bylaws and board handbook.</p> <p>Faculty Senate meeting(s) to review presidential search and selection guidelines and consider modifications to Faculty Handbook.</p> <p>The Board shall request proposals for an executive recruitment search consultant to assist with the search. The Board shall pre-qualify several firms and prepare an RFP for executive recruitment search firm selection. The Board shall advertise an RFP for an executive recruitment search firm.</p> <p>In initiating the presidential search, the Board will prepare an assessment of the institution’s strengths and the strategic direction (both immediate and long term). The Board recognizes that the campus community – faculty, staff, students, community partners and citizens of New Jersey – are invested in the future of NJIT and are interested in the selection of a new President. As part of the assessment, the Board will invite input and gather insights from the university community. In the event the Board of Trustees has recently or is in the process of developing a strategic planning document, self-study or reaccreditation, which included campus community engagement and feedback, then such document(s) may serve as all or part of the basis for the assessment.</p> <p>Based on this assessment, the Board will develop a DRAFT Presidential Profile describing the qualifications, experience, and competencies desired in the new President as well as a position description outlining duties and responsibilities.</p> | <ul style="list-style-type: none"> • Review & approve selection process guidelines and timeline • Faculty Senate Exec Committee review input & consider Faculty Handbook modification • Modify BOT Bylaws & BOT Handbook • Establish budget • Pre-qualify executive recruitment search consulting firms & prepare RFP for executive recruitment search consultant. Issue RFP • Prepare Assessment of NJIT’s strengths and strategic direction • Prepare DRAFT Presidential Profile and position description | |

| Phase 1 - Initial Pre-Search Tasks (“quiet stage”) | | 6 Months |
|---|--|-----------------|
| <p>Responsibility: Board of Trustees Chair - jointly with Executive Committee, Nominating Committee Chair, Executive Search Consultant & entire Board of Trustees</p> <p>This is the “quiet” and preparation phase of the search/selection process to be conducted at all times in a confidential manner.</p> <p>Board shall review proposals from pre-qualified executive search consultants and enter a contract. The executive search consultant shall have primary responsibility for the execution and management of the search day-to day activities.</p> <p>The Board Chair will appoint the Search Committee Chair subject to approval of the Board. The Search Committee Chair shall be a Trustee.</p> <p>Board of Trustees and Search Committee Chair will work closely with the executive search consultant to make certain that all search processes and documentation are developed and fully ready for implementation at the initial Search Committee meeting. The executive search consultant shall have primary responsibility for execution and management of this task. The Board shall approve the final search process, documentation and timeline.</p> <p>The Board of Trustees will seek feedback from the Faculty Senate Executive Committee to develop the President Profile describing the qualifications, experience, and competencies.</p> <p>The Board of Trustees to approve the Presidential Profile as well as a position description outlining duties and responsibilities.</p> <p>The Board of Trustees to determine and approve general compensation and benefit guidelines for the new President</p> <p>Board of Trustees Chair appoints Search Committee individual members (with Board approval). Distribute and sign confidentiality agreements.</p> | <ul style="list-style-type: none"> • Hire executive search consultant • Appoint Search Committee Chair • Appoint Search Committee members • Approve FINAL Presidential Profile and position description • Determine general compensation guidelines • Prepare and approve final search processes, timeline and documents including secure communication, file-sharing and technology protocols • Executive search consultant to generate an initial pool of potential preliminary candidates • Confidentiality agreements distributed and signed by Search Committee members | |

Continued: Phase 1 - Initial Pre-Search Tasks (“quiet stage”)

Executive search consultant to generate an initial pool of potential preliminary candidates for presentation to the Search Committee at its initial meeting

The Search Committee Chair (in consultation with senior administration and Board of Trustees Chair) will designate a confidential NJIT senior administrative individual (non-voting) to work with the Search Committee.

The Board of Trustees to prepare and approve the Search Committee “charge”, which shall include but not be limited to:

- Conducting a rigorous and far-reaching search for highly qualified candidates while strictly adhering to the approved search process and timeline;
- A statement regarding the importance of confidentiality and requiring the Search Committee requiring members to sign a code of ethics statement to ensure that confidentiality is strictly observed with respect to applicants and the committee’s internal deliberations.
- A communications policy regarding who is authorized to speak for the Search Committee and the form(s) of such communication. No statements, outside the Search Committee, are to be made by any Search Committee member without the express approval of the Search Committee Chair. All public communications are strictly limited to statements regarding unspecific search status;
- Transmitting the guidelines, marketing materials, protocols, processes and documents that will be utilized and govern the conduct of the search.
- Working closely with executive search consultant throughout the entire search process;
- Screening candidates using the Presidential Profile established by the Board of Trustees;
- Approve an initial short list and conduct ‘off-campus’ confidential interviews;
- Conducting preliminary reference checks;
- Discussing very preliminary compensation and benefit understandings with finalist candidates (in order to confirm acceptable mutual expectations);
- Keeping the Board of Trustees apprised:
- Keep the community apprised (limited to non-specifics);

- The Search Committee Chair to designate a confidential senior NJIT administrative individual (non-voting) to work with the Search Committee
- Approve Search Committee “Charge”
- Conference with NJ Governor prior to upcoming public announcement regarding NJIT president transition and search.

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| <ul style="list-style-type: none"> To select highly qualified vetted finalist candidates to be submitted to the Board of Trustees. | | |
| Phase 2 - Search | | 4 Months |
| <p>Responsibility: Search Committee Chair - jointly with Executive Search Consultant and Search Committee</p> <p>Joint public announcement by Board Chair and NJIT President announcing [1] Presidential transition; [2] Search Committee Chair naming and, [3] Search Committee formation</p> <p>The Search Committee Chair may appoint Vice Chair(s) to serve as a Search Committee Executive Committee or ‘temporary Chair’ in the event of the appointed Chair’s absence.</p> <p>Conduct the search process in accordance with the NJIT presidential search and selection guidelines established by the Board of Trustees including but not limited to:</p> <ul style="list-style-type: none"> Advertising, recruitment, create candidate pool Candidate (initial shortlist) screening and communications, preliminary background and reference evaluations Candidate interviews - off campus location capable of video conferencing Finalist(s) recommendation Meeting with the Board of Trustees to present recommendations of qualified and vetted finalist candidate(s) and share summary of Search Committee reaction of the finalists; the recommendations will be unranked | <ul style="list-style-type: none"> Publicly announce transition and search Appoint Search Committee Vice Chair(s) Confirm signed confidentiality agreements from Search Committee members Search Committee orientation and onboarding Carry out the search process and in accordance with NJIT presidential search and selection guidelines established by the Board of Trustees | |

| Phase 3 - Final Selection | | 3 Months |
|---|---|-----------------|
| <p>Responsibility: Board of Trustees Chair - jointly with Executive Committee, entire Board of Trustees and Executive Search Consultant</p> <p>Based on the search committee’s finalist candidate(s) recommendation, the Board shall conduct the final selection process, including but not limited to the following (process may vary depending on the number of finalist or other considerations):</p> <p>Stage 1.</p> <ul style="list-style-type: none"> • In depth background evaluation (all finalists) • Advanced compensation and benefit discussion (all finalists) • Preliminary interview with Board (all finalists) • The Board may reduce the number of finalists that advance to Stage 2 • Develop and approve ‘Stage 2’ detailed procedures and timeline <p>Stage 2.</p> <ul style="list-style-type: none"> • Recognizing the need for candidate confidentiality, the Board may conduct finalist(s) campus visit and interviews (including finalists’ spouse/partner, if possible) and feedback • Final Board of Trustees interview(s) • Contract negotiations <p>Stage 3.</p> <ul style="list-style-type: none"> • Board of Trustees final selection and make offer • Confer with NJ Governor • Complete contract negotiations | <ul style="list-style-type: none"> • Based on the search committee’s final candidate recommendation(s), the BOT shall conduct final interview process • BOT to approve final candidate selection and negotiate employment contract • Conference with NJ Governor prior to upcoming public announcement regarding NJIT next president | |

| Phase 4 - Next NJIT President Public Announcement | | 1 Month |
|---|--|-----------------|
| <p>Responsibility: Chair Board of Trustees</p> <p>Board of Trustees approves and announces selection of the next NJIT President</p> | <ul style="list-style-type: none"> • Board of Trustees announces selection of the next NJIT President. • Board of Trustees Chair oversees media/constituent communications to be performed by the Chief Strategy Office. | |
| Phase 5 – Post Announcement Activities | | 5 Months |
| <p>Current President contract concludes</p> <p>Next NJIT President Term Begins</p> <p>Assist new President with personal and professional transition</p> <p>Formal Inaugural Ceremonies – within 5 Months of hire date <i>Responsibility: Chief Strategy Office</i></p> | | |

Resources

- Hamline University. *Presidential Search Committee Timeline*, 2014
- Iowa State University. *Presidential Search Timeline*. June 27, 2017
- Johnson, Joseph S. and Ferrare, P. James. *A Complete Guide to Presidential Searches for Universities and Colleges*, Association of Governing Boards of Universities and Colleges, 2013
- Maryland, University System of. *Guidelines for Selection of Presidents*, Approved by Board of Regents, revised February 22, 2019
- Michigan, Central University. *Presidential Search- Process and Timeline*, 2018
- Michigan State University. *Presidential Search Timeline*. June 27, 2018
- New Jersey Institute of Technology, *Bylaws of the Board of Trustees*. amended September 2019
- New Jersey Institute of Technology Faculty Senate. *Compilation of Data: Presidential Search Procedures Survey*, received by Board of Trustees September 23, 2018
- New Jersey Institute of Technology Faculty Senate Executive Committee and NJIT Board of Trustees Executive/Nominating Committee. *Joint meeting on presidential search/selections processes*, October 18, 2018
- Oregon, State University *Presidential Search and Selections Guidelines*, October 2016.
- Wyoming, University of. *Final Timeline for Selection of UW President*, October 16, 2019