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TO: Glenn Mroz
President

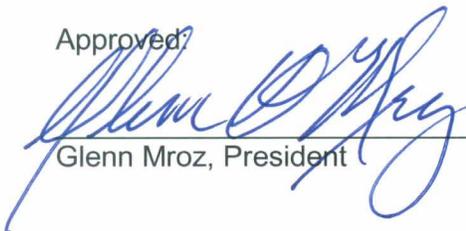
FROM: Max Seel 
Provost and Vice President for Academic Affairs

SUBJECT: Charter – Department of Physics

DATE: August 16, 2013

I have reviewed and endorse the Department of Physics attached charter subject to inclusion of the sentence, "The chair also takes an active role in fundraising and alumni relations" (see page 8).

Approved:


Glenn Mroz, President


Date

cc: Bruce Seel, Dean
Ravi Pandey, Department Chair
Brian Barkdoll, University Senate President

Atch.: Charter dated April 24, 2012

CHARTER

DEPARTMENT OF PHYSICS

The Advisory Committee
[Beck, Borysow, Cantrell, Kostinski, Levi, Pati], Suits and Pandey

April 24, 2012

Index

1. Approval and Amendment of the Charter	1
1.1. Amendment Procedure	1
2. Duties and Responsibilities of the Department Chair	1
3. Promotion, Tenure and Reappointment	2
4. Role of Professional Staff and Other Non-Tenure / Tenure-Track Members in Unit Governance	7
5. Recommendations for Sabbatical Leaves	7
6. Recommendations for Emeritus/Emerita and Adjunct Status	7
7. Departmental Faculty Grievance Policy	7
8. Departmental Governance	8
9. Confidentiality	12

CHARTER OF THE DEPARTMENT OF PHYSICS

As a department within the College of Sciences and Arts of Michigan Technological University, the Department of Physics seeks to support the mission of the University with research activities to enrich and benefit society and with a dedicated commitment to educate the University's students to meet the demands of a changing world. This Charter contains those precepts which its faculty has determined will best allow it to support the mission of MTU. In the event that any of these precepts are in conflict with University policy and procedures, the University policy and procedures will take precedence.

1.0 Approval and Amendment of the Charter.

Approval of Charter and approval of an amendment to the Charter for the department of Physics requires a 2/3 majority vote of the department's voting constituency. The voting constituency consists of all tenured and tenure-track faculty with more than a 50% appointment in the department. Senior Lecturers, Principal Lecturers, and Professors of Practice with six years or more experience in the Physics department are considered as members of the voting constituency. Other Staff members can expect to be consulted on department matters as appropriate, but will formally participate in governance only as provided by the university policy.

1.1 Amendment Procedure: Amendments to the charter may be initiated by any member of the department's voting constituency. The process begins with a written proposal submitted to the Advisory Committee. The Advisory Committee will review the proposed amendment and prepare and distribute to all faculty a report which includes:

- A copy of the original proposal.
- Comments concerning possible ramifications of the proposal.
- The precise language of the proposed amendment as modified by the proposer after consultation with the Advisory Committee.
- An alternative of the proposed amendment formulated by the Advisory Committee, should the Advisory Committee deem it desirable.

Note: Proposed amendments shall be placed on the agenda of the first department meeting that occurs more than 24 hours after the report of the Advisory Committee has been distributed to the faculty. Approval of an amendment to the Charter of the Department of Physics requires a 2/3 majority vote of the department's voting constituency. Upon approval by the Department of Physics, the amendment shall be forwarded in accordance with University policy. Additionally, all amendments will require approval by the Provost and President.

2.0 Duties and Responsibilities of the Department Chair

The chair is the chief executive officer of the department charged with initiating, implementing, and enforcing policy within the department after consultation with the faculty. See below for further discussion of departmental governance.

3.0 Promotion, Tenure and Reappointment

The University has established certain criteria for the various academic ranks. This Charter clarifies the relative significance to be given to various factors in making Department recommendations on tenure, promotion, and re-appointments.

Ultimately, each academic faculty member, through individual conferences with the department chair, and members of the departmental Personnel Committee, should know the level of development necessary before promotion and/or tenure will be granted. The reappointment procedures, yearly merit reviews, raises, student and peer evaluations of teaching performance, all provide regular opportunities for detailed evaluation.

Weighting of Factors

In promotion and tenure cases, the factors to be considered include research, instructional quality (including supervision of student research), professional services to the University, professional services to the academic and research communities, and other professional services. The primary emphasis shall be on the first two criteria, research and instructional quality. See the statements on Standards and Criteria below for a more complete description of expectations for promotions and tenure decisions in the Department of Physics.

External Evaluations

External evaluations (letters of recommendation) shall be sought from at least five scientists or researchers familiar with the candidate's field of research for all promotions, including tenure. Preliminary contact with potential external evaluators may be made in order to ensure that they are willing and able to write a fair evaluation; however, the failure of any reviewer to respond with a written evaluation shall not be considered detrimental to the candidate. All written evaluations that have been solicited and received will become part of the candidate's file, although requests by the candidate that certain persons, if any, not be requested to send recommendations should be honored. The file should contain at least three letters from external reviewers.

Letters will be solicited as described above by the department chair, who will use a standard cover letter, a copy of which will be placed in the candidate's file. The focus of this letter should be to evaluate the candidate's contribution to their field of Physics.

The list of the five individuals from whom letters will be requested will be developed by the chair taken in approximately equal measure from separate lists, each with five or more names, supplied by the candidate and from the departmental Personnel Committee. Brief sketches, provided by the recommending party, of each outside referee, including any scientific or personal relationships to the candidate, should be provided. Neither thesis nor postdoctoral advisors of the candidate are permitted. Candidates may review the list of names supplied by the Personnel Committee before the department chair chooses five names and solicits letters. Candidates may veto individuals from the list for reasons of personality conflict or lack of expertise in the candidate's field. The candidate must provide a written explanation of his or her objections to the department chair.

Requests for outside letters will be made early enough so that responses indicating an inability by the evaluator to properly assess the candidate can be replaced by others (chosen in the same way as those on the original list). In the event the second attempt is also unsuccessful, a reduced number of letters may be used, though never fewer than three.

Standards and Criteria

4.1. Teaching

Good teaching is required for tenure and promotion. Quality of teaching will be evaluated using a broad range of inputs, as outlined below, which contribute to the candidate's complete teaching record. Any apparent deficiencies in the quality of a candidate's teaching should be addressed in some way. Evidence of unwillingness of a candidate to try to improve major deficiencies in quality of teaching can be grounds for not granting tenure or promotion. Candidates with deficiencies in their research record may be required to give evidence of outstanding teaching and service. Whether the quality of a candidate's teaching performance is sufficient to make up for deficiencies in the candidate's research record is a judgment made by the Personnel Committee.

The following are used to make judgments of the overall teaching quality of all candidates for tenure or promotion:

- Student evaluations. The candidate's averages should not be significantly below the departmental averages for the type of course (service, undergraduate major, graduate, etc.) considered. In addition to the required numerical summaries, extracted written comments from students can be supplied.
- Peer (departmental) evaluations, which should show good teaching.
- Overall teaching load, taking into account new preparations.
- Design of new courses/innovation in course content. Innovative teaching methods. Instructional innovations outside the classroom.
- Accessibility to students.
- Successful generation of outside funds or grants in kind to improve the teaching program.
- Effective supervision of undergraduate research.
- Effective supervision of graduate students. If no graduate students have been supervised, the candidate should comment on the reasons.

Evidence of Outstanding Teaching would include one or more of the following:

- State, regional or national recognition of teaching excellence. Such will be judged in part with outside letters of recommendation, solicited according to the procedures outlined elsewhere in the Charter.
- Awards recognizing outstanding instructional activities.
- Scholarly activity in the areas of teaching and pedagogy beyond quality classroom instruction and normal course development. Such activity can be judged using the criteria for quality research activities as outlined elsewhere in the Charter.
- Authorship of a textbook.
- Pedagogical articles written for refereed, professional journals.
- Holding office in a state or national organization such as the American Association Physics Teachers (AAPT).
- Professional production of instructional materials such as software, videos, etc.
- Other similar activities as determined by the Personnel Committee.

4.2. Research and Scholarship It is expected that some of the major figures in the candidate's research field will be aware of the candidate's work, and will judge it to be substantive and of high quality. The responsibility for obtaining the funding needed for supporting the candidate's research effort on a continuing basis lies principally with the candidate. Ideally, this funding would include support for the candidate's graduate students and for operational expenses. The absence of major efforts by the candidate to obtain this funding is grounds for not granting tenure.

Candidates for promotion to Tenured, Associate Professor are expected to show several of the following indicators of research ability and excellence:

- Letters (external evaluations as described elsewhere in the Charter) that indicate that the candidate's research is substantive and of high quality and which are supportive of promotion and tenure.
- External funding, or in its absence, a demonstration that there is an excellent chance such support will be forthcoming.
- A sustained record of publication in appropriate, refereed professional journals. Normally, a minimum of 1 or 2 publications per year is expected. Candidates with a smaller number of publications would need to provide evidence (through awards, citations, or reference letters) that the papers were excellent contributions to the field. Publications resulting from work as a faculty member at Michigan Tech will be weighted more heavily.
- Graduate degrees awarded.
- Talks given at national and international scientific or technical conferences and invited seminars and colloquia at institutions.
- Reviews for journals in the candidate's subfield and for funding agencies.
- Scientific citations.
- Other evidence of professional excellence similar to those listed above, as determined by the Personnel Committee.

A Full Professor has matured professionally, has made a significant contribution to their field, and has earned their colleague's respect for her or his overall research program and for her or him as a physicist. Candidates for promotion to Tenured Full Professor, in addition to having displayed the criteria for tenure and promotion to Associate Professor are expected to show several of the following indicators of research ability and excellence:

- Letters (external evaluations as described elsewhere in the Charter) that indicate that the candidate's research is substantive and of high quality and which are supportive of promotion.
- A sustained record of publication in the peer-reviewed literature.
- A sustained record of scientific citations.
- Evidence of sustained external funding, currently active or in the recent past.
- Scholarly books authored or edited.
- Invited talks at national or international conferences; invited contributions for published works such as books or review articles.
- Organization of national or international conferences.
- Editorship of a scientific or technical journal.
- Fellowships, awards for scientific or technical merit or service.
- Election as an officer in a national or international professional organization and continued service to those organizations.
- Other similar professional activities of professional excellence similar to those listed above, as determined by the Personnel Committee.

4.3. Service The amount of service expected will increase with time and experience. Candidates for tenure at the level of Associate Professor will be expected to have actively participated in departmental committees, and to contribute in carrying out the general responsibilities of the department, efficiently and competently executing assignments given. Candidates for Full Professor are expected to provide a higher level of service such as participation in college and university committees or construction and design of new programs within the department that require major time commitments.

Candidates are expected to display several of the following indicators of service to the department, University, or academic community:

- Active participation on departmental, college and/or university committees.
- Advising of undergraduate students.
- Service on M.S. and Ph.D. thesis committees, other than as advisor.
- Professional community contributions, such as serving as science advisor to local public schools, etc.
- Advisor to student groups or organizations and/or service on their committees, at the local, state and national level.
- Other similar activities of professional service similar to those listed above, as determined by the Personnel Committee.

Appointment/Promotion to the Rank of Associate Professor Without Tenure

Candidates will be expected to satisfy the basic requirements for tenured Associate Professors. The main distinction is that tenured Associate Professors will be expected to have provided evidence of performance at Michigan Tech over a period of several years.

Appointment/Promotion to the Rank of Full Professor Without Tenure

Generally these appointments would be made to senior faculty who recently joined or soon will be joining the Michigan Tech physics faculty. They would be expected to have the attributes of Physics Department tenured Full Professors.

Application for Promotion/Tenure

The University has established timetables for Promotion and Tenure, as set forth in the Faculty Handbook. Candidates in the year for mandatory tenure decision will automatically be considered candidates for tenure (and in the case of assistant professors, also for promotion to associate professor). In other cases, candidates who wish to be considered for promotion and/or tenure will notify the department Personnel Committee in a timely manner. The Personnel Committee may, with the consent of the candidate, initiate the promotion and/or tenure process. Candidates who are not in a mandatory year are encouraged to consult with the Personnel Committee and/or the department chair about the advisability of proceeding before pursuing promotion and/or tenure. Candidates not in their mandatory year may withdraw their application at any time.

Candidates will supply the necessary information to the committee as outlined in this document and in a manner consistent with the College and University procedures. Candidates are encouraged to seek advice as how best to present their case, though the ultimate responsibility for the documentation rests with the candidate. The names of those applying for promotion and/or tenure will not be considered confidential information.

Appeals

The appeal of promotion/tenure/reappointments is handled by procedures set by the University as outlined in the University's Faculty Handbook and other documentation.

Reappointments of Untenured Faculty

Untenured faculty (in tenure-track positions) has finite term appointments (2 years). Each year the Personnel Committee will review the faculty member's progress toward tenure and will supply a written recommendation regarding the faculty member's progress and the advisability of future reappointments to the department chair. The department chair will use this input, along with any other data available, to make a recommendation to the dean and to provide feedback to the faculty member that should specifically address areas where the faculty member needs to improve.

The Personnel Committee will use the available evidence (e.g., faculty service reports, faculty vita updates, student and peer teaching evaluations, and other appropriate information) when making their recommendation. External letters are not solicited for these reviews.

In the event the Personnel Committee concludes the faculty member is not making sufficient progress and that a positive tenure recommendation cannot realistically be expected to be made in the future, a recommendation will be made that the appointment be terminated. (If that recommendation is accepted, the year following the review will be the faculty member's terminal year at Michigan Tech.) Otherwise, a continuation of the appointment will be recommended.

Recommendations for Promotion to Senior Lecturer and Principal Lecturer

Lecturers complement tenured and untenured faculty to meet ongoing teaching needs of the department. A Senior Lecturer has a leading role in essential aspects of the department's educational mission that goes above and beyond the teaching and service required from Lecturers.

Lecturers and Senior Lecturers seeking promotion should notify the department chair early in fall semester to initiate the process and to become aware of department, college, and university deadlines. Upon receiving an application for promotion to Senior Lecturer, which should include a vita and supporting documentation such as relevant sections contained in the F-Form use for tenure track faculty, the department personnel committee will evaluate the qualifications of the applicant and comment on merits of the application in a letter to the department chair.

Guidelines for Promotion to Senior Lecturer

The minimal qualifications for promotion from Lecturer to Senior Lecturer are:

- Demonstrated excellence in teaching as measured by student evaluations and by classroom and laboratory evaluations by faculty or instructional staff chosen by the department chair.
- Leadership in mentoring graduate teaching assistants and less-experienced instructors.
- Demonstrated achievements in teaching and service that make important contributions to the educational mission of the department and/or increase its national visibility. Examples include innovative curriculum and lab designs, development of novel courses or outreach activities, participation in grant proposals, and regular participation in university and national panels and committees.

Guidelines for Promotion to Principal Lecturer

The requirements for promotion from Senior Lecturer to Principal Lecturer are:

- Demonstrated growth in areas that form the basis for promotion to Senior Lecturer.
- Exceptional achievements in teaching and education, either by fundamental contributions to the mission of the department and university, and/or significant positive national or international visibility and impact.

4. Role of Professional Staff and Other Non-Tenure/Tenure-Track Members in Unit Governance

Senior Lecturers, Principal Lecturers, and Professors of Practice with six years or more experience in the Physics department are considered as members of the voting constituency. Other Staff members can expect to be consulted on department matters as appropriate, but will formally participate in governance only as provided by the university policy.

5. Recommendations for Sabbatical Leaves

The Personnel Committee will provide advice to the department chair, as needed, for recommendations for sabbatical leaves. See below for further details concerning the Personnel Committee.

6. Recommendations for Emeritus/Emerita and adjunct status

Nominations for individuals qualified for emeritus/emera status can be made by the individual or by any faculty member in the department. Nominations are submitted to the department chair. The department chair, with input from the Personnel Committee, will formulate a recommendation regarding Emeritus/Emerita status.

Nominations for individuals for adjunct appointment can be made by any faculty member in the department. Nominations are submitted to the department chair. The department chair, with input from the personnel committee, will formulate a recommendation for adjunct appointment.

7. Departmental Faculty Grievance Policy

Grievance procedures outline the steps to be taken by an individual or group of individuals with claims of unfair treatment. Grievance policy and procedures for faculty have been written by the University Senate for inclusion in the Handbook for Academic Faculty. The purpose of this section is to define the departmental Grievance Committee and to describe its role within the University's grievance procedure.

Grievable Issues

Grievable issues are those specified in the University's Grievance Policy.

Initiation of the Grievance Policy

If after collegial communication between the department chair and the grievant, the grievance remains unreconciled, the grievant should file a written grievance with the department chair or the dean. This grievance must be filed within thirty work days after the discovery of the event or action that is the basis for the grievance, or thirty work days after the date on which the grievant reasonably should have known of such an event, act, or omission, if that date is later. The department chair or dean will immediately pass the written grievance on to the departmental Grievance Committee for action.

Departmental Grievance Committee

Membership: The Grievance Committee consists of five faculty members elected by a majority vote to serve for staggered terms of three years each. Members of the voting constituency, excluding the department chair, are eligible. This committee will then follow the University grievance procedure. In order to prevent the possibility that the Grievance Committee might be "stacked" against the grievant, the grievant can challenge the membership of the committee, provided the grievant can identify a conflict of interest with one or more committee members. The unchallenged remainder of the committee will determine with finality the validity of the challenge. If the committee validates the grievant's claim of conflict of interest with one or more committee members, or if a committee member is unavailable for service, an election must be held to restore the number of committee members to five. Committee members so elected will serve temporarily and only for the grievance which precipitated their election. The Grievance Committee members will elect a committee chair from among the committee membership.

Charge: The committee is to act on any grievances received in a timely manner and in accord with University policy.

8. Departmental Governance

Governance of the Department of Physics is the shared responsibility of the department chair and the faculty. Departmental meetings are the primary forum for discussion of all governance and policy issues.

Department Chair

The chair is the chief executive officer of the department charged with initiating, implementing, and enforcing policy within the department after consultation with the faculty. *The chair also takes an active role in fundraising and alumni relations.*

Department Committees

The department will have a Personnel Committee, an Advisory Committee and a Grievance Committee with elected membership as described below. Other committees may be formed by, and the membership assigned by the department chair. The purpose of committees should be to ensure adequate faculty input into the operations of the department and to share the work load for tasks which the department desires to accomplish.

- Advisory Committee: The purpose of the Advisory Committee is to provide advice (either solicited or unsolicited) to the chair and to the faculty as a whole upon issues of importance to the department. The membership of the committee should, to the extent possible, represent the viewpoints of the entire faculty.
 - Membership: The Advisory Committee consists of six members of the department's voting constituency, excluding the department chair. Four members of the committee will be elected by the entire voting constituency and two members will be appointed by the department chair. The elected members serve 3 year staggered terms and the appointed members one year terms. The committee will elect its chair from the committee's membership. The appointments should be made in a manner to ensure the advisory committee is representative of the faculty.

- Charge: The Advisory Committee will act as representatives of the department for discussions, held no less often than annually, with the chair regarding general aspects of budget planning and decisions, space and other resource allocations, teaching assignments and the determination of merit raises. The Advisory Committee will review proposed amendments to the charter, as described below. The Advisory Committee will ensure promotion and tenure guidelines are kept up to date, and will submit proposed changes to the faculty. Since changes in the promotion and tenure guidelines are amendments to the Charter, they require at least a 60% vote of approval from the voting constituency. Year to year changes in the guidelines should reasonably reflect the year to year development of the department.
- Conflict of Interest: A committee member is expected to withdraw from deliberations of the Advisory Committee if a conflict of interest occurs.
- Personnel Committee: The Personnel Committee deals with personnel issues involving specific faculty members, including promotion, tenure and reappointment recommendations.
 - Membership: The Personnel Committee consists of four members elected by the voting constituency for staggered three-year terms. Eligible committee members include all tenured faculty at the associate professor level or above with a 50% or more appointment in the Department of Physics, excluding the department chair and the department's representative on the college promotion and tenure committee. The committee members will elect a committee chair from the committee members.
 - Charge: Provides recommendations to the department chair concerning:
 - The appointment, reappointment, tenure, and promotion of individual faculty, including appointments with adjunct and emeritus status.
 - Evaluations of individual faculty and staff, as appropriate.
 - Substantive personnel changes including sabbatical leaves, furloughs, unpaid leaves, and other release from normal faculty duties. A change is substantive if significant department duties or activities will be left uncovered, covered by one or more other faculty members, or covered with temporary employees.
 - Potential or alleged conflicts of interest within the department.
 - Provides recommendations to the Advisory committee concerning improvements to the department's Guidelines and Procedures for Promotion, Tenure, and Reappointment.
 - Conflict of Interest: Should a faculty member on the personnel committee have an identifiable conflict of interest with a candidate being considered for promotion, and/or tenure, that committee member shall not partake in the deliberations or in the formulation of a recommendation for that candidate. Should this leave less than three committee members available for that particular case, additional personnel committee members will be appointed for that case by the department chair until there are three. It is considered professionally unethical for a committee member to continue participation without disclosing potential conflicts of interest to other members of the committee. Those other members of the committee shall provide advice on whether a conflict of interest exists and shall provide a written summary of the potential conflict and their advice to the department chair before submitting promotion and tenure recommendations. A conflict of interest is presumed present in cases where there are mutual financial arrangements, legal

arrangements, or legal proceedings, where a significant financial or professional impact may result from a tenure/promotion decision. This includes joint research contracts/grants (including those pending) where the result of a tenure/promotion decision may jeopardize the future of any awards, joint investments of any kind where the outcome of a promotion/tenure decision may have a significant financial impact, and scientific misconduct proceedings involving both parties. Collaborations in research and/or teaching are not, by themselves, considered a conflict of interest; however, significant collaborations should be evident within the candidate's promotion and tenure documentation.

- Grievance Committee: The Grievance Committee is described above. (See Departmental Grievance Policy.)

Department Meetings

In addition to being the primary forum for discussion of all governance and policy issues, the department meeting also provides a key mechanism for communication among the faculty and between the faculty and the department chair. Department meetings will normally be called by the department chair, but may be called by any faculty member if the need arises.

- General Procedures: Department meetings will be held at a time and place where it is reasonable to expect all faculty, excluding those out of town, will be able to attend. An agenda shall be circulated 48 hours prior to the meeting by the individual calling the meeting. Committee recommendations, reports, or other agenda items which may require a faculty vote, must be distributed to the faculty at least 24 hours prior to the meeting. It is expected that other informational items will also be distributed at least 24 hours before the meeting if available. Department meetings will be limited to one hour unless extended by a majority vote of the voting constituency. Meetings can be run in any manner which respects each faculty member's right of input.
- Voting Constituency: The voting constituency consists of all tenure and tenure-track faculty with more than a 50% appointment in the department. Senior Lecturers, Principal Lecturers, and Professors of Practice with six years or more experience in the Physics department are considered as members of the voting constituency. Other Staff members can expect to be consulted on department matters as appropriate, but will formally participate in governance only as provided by the university policy.
- Voting Procedures: Voting will normally take place to help decide issues at a department meeting and will automatically be considered advisory (non-binding) if less than 60% of the voting constituency is present.
 - Secret ballots will be used at the request of any faculty member. Proxy or absentee ballots will not be allowed for votes taken during faculty meetings.
 - Unless explicitly mentioned elsewhere in the charter, a motion will be considered approved by a simple majority of those voting.

- All ballots for departmental votes where the outcome is based on the entire voting constituency, whether or not explicitly mentioned elsewhere in the charter, will include a “neutral” option. A vote of neutral is considered to be one vote equally spread between all the other alternatives on the ballot. A neutral vote can be entered in absentia for a faculty member based on a written request from that faculty member received before voting commences provided that an approved absence request form is on file which includes the time during which the vote is taken. Unavoidable travel delays are to be considered to be implicitly included in all cases. A neutral vote will automatically be entered for faculty currently on an extended off-campus leave which includes the academic term during which the vote is taken unless a written request to the contrary from that faculty member is received by the department before voting commences. Written requests of any form (including e-mail) will be accepted provided the majority of the department members present are convinced of the request’s intent and authenticity. Should it later be proved that the request was not authentic, the entire vote is invalidated.
- Issues Which Must Be Approved by a Majority of the Faculty: Changes or implementation of the following must be approved by a majority of the voting constituency. The department chair will normally accept changes approved in this manner. If he decides not to do so, the chair may veto the proposed change and if he does, he must apply a written statement as to the rationale.
 - Departmental degree requirements for existing or proposed new degrees.
 - Establishment of interdepartmental degree programs involving physics
 - Addition, deletion or change in the catalog description of courses
 - Thesis Defense Protocols
 - Teaching Load Guidelines
 - Ph.D. Qualifying exam contents and procedures

Hiring of New Faculty and Staff

A goal of the Department of Physics is to attract and employ the best qualified people for its faculty and staff positions. The responsibility for recruiting and hiring the best people qualified for faculty and staff positions is shared by the department chair and faculty. For faculty searches initiated outside the department, such as the current SFHI and spousal accommodation hires, the department will follow this procedure to the extent possible.

- Search for and Selection of New Faculty (other than Department Chair)
 - The department chair will initiate the hiring of a new faculty member by first discussing with the Advisory Committee the research and teaching areas to be considered, and the rank of position to be filled. Recommendations made by the chair and the Advisory Committee shall be open for discussion at a department meeting.
 - The chair will prepare an ad for the position based on the comments from the Advisory Committee and faculty. Copies of the ad will be circulated to the faculty early enough in the process to allow faculty input. The ad will be placed in appropriate professional journals and publications.
 - The chair will appoint a Search Committee to make a preliminary selection from the applications received.

- The final selection of a short list of candidates to be invited for interviews will be made by the Personnel Committee in consultation with the chair.
- For each candidate who interviews, the department will vote using a secret ballot on the following question: Is the candidate acceptable or not acceptable? In order to receive an offer, a candidate must be found acceptable by at least 60% of the voting constituency.
- If more than one candidate is acceptable, a final vote will be taken to determine the preferred candidate from among those found acceptable.
- The department chair will make the final selection from those found acceptable and will inform the faculty of the decision and the reasons for the decision.
- Search for and Selection of New Staff: The department chair will initiate search and selection procedures commensurate with the staff position to be filled and in accord with University policies.
- Temporary employees: The department chair will initiate search and selection procedures for departmental temporary employees (including student help, instructors, and temporary staff) commensurate with the position to be filled and in accord with University policies.

9. Confidentiality

Confidentiality will be protected except insofar as such disclosure may be required by law.