

The Senate of Michigan Technological University

PROPOSAL 6-92

DEPARTMENTAL GOVERNANCE: SEARCH PROCEDURES FOR DEPARTMENTAL CHAIRS AND DEANS/DIRECTORS OF SCHOOLS

The search procedure for departmental Chairs and Deans/Directors of Schools shall be as detailed in Appendix 6-92 (see below).

The procedure defines:

1. Search Committee size and makeup
2. Selection of the search committee
3. Process for defining candidate attributes
4. Mechanism for identifying candidates
5. Interview and selection process
6. Search Committee involvement in the negotiating process
7. Consideration if the search process is unsuccessful

Appendix 6-92: Search Procedure for Department/School Supervisors

The unit in consultation with the unit supervisor's senior will decide if the search for the unit supervisor will be restricted to only internal candidates or if the search will be an open search for internal and external candidates.

1. **Search Committee:** The Committee consists of 3-5 members as described in the unit's charter. One member (faculty, staff or administrator) is appointed by the supervisor's senior from outside the unit. The remaining committee members are elected from tenure track faculty and tenured ranks: the voting body is defined in the unit's charter. The chair and associate chair of the search committee are elected by the committee at their first closed meeting.
2. **Selection Process:** The supervisor's senior initiates the search. The unit's senator and a representative appointed by the present supervisor conducts the election of the search committee. Candidates for the search committee are defined in the unit's charter. The senator and the appointed individual tabulate the results. Ties are resolved by random selection. The senator will request the supervisor's senior to appoint his/her representative. The senator gives each member of the search committee a copy of this proposal. All members of the unit are informed of the names of the search committee by the unit senator.
3. **Formulation of Unit Goals:** The long and short term goals of the unit are formulated before the initiation of the search according to the process described in the unit charter.
4. **Formulation Process for the Desired Attributes and Qualifications of the Candidate:** The committee, with input from the present supervisor, the supervisor's senior and the Affirmative Action Officer, produces the first draft of the position description (e.g., qualifications, expectations of unit growth, etc.) that is in accordance with the unit's charter and university guidelines.

The Committee also produces a document that rank orders the desired attributes (e.g., interpersonal

skills, management style, etc.) of the candidate. The position description and the rank ordered list of desired attributes is sent to all faculty and staff of the unit.

These two documents will be discussed at an open meeting. Any controversial issues will be settled by a vote. All unit members receive copies of the final version.

5. **Mechanism of Identifying Candidates:** The Request for Posting memo should be completed and sent to the Employee Relations Office.

Faculty should be invited to nominate internal candidates. A nomination needs the support of either (a) 10% of the unit faculty or (b) two unit faculty members, whichever is greater.

Faculty members may support more than one candidate.

In case of an open search, the position is advertised in appropriate professional journals and publications. Unit faculty are encouraged to contact colleagues and send them position descriptions.

6. **Short List of Candidates:**

(a) Internal Search: There is no short listing of candidates when the search is restricted to internal candidates only.

(b) Open Search: The committee, after reviewing vitae, reference letters and other relevant material, produces a short list of candidates who are invited for an interview. The committee should make every effort to get independent assessments from references not listed by the candidates. Faculty help should be solicited for identifying appropriate reference persons.

7. **Interview Process:** Each candidate's vitae is sent to all faculty and staff of the unit. The reference letters are accessible (e.g., kept with the unit secretary) to any member who would like to look at these letters. No copies of these letters can be made. Each candidate is informed of this process.

The search committee sends each candidate a copy of the position description, the long term and short term goals of the unit, and the unit's annual report for the past two years.

The search committee makes arrangements for each candidate to make two presentations:

(a) A Technical presentation in his/her field of specialization that includes trends, directions and opportunities for research in the field.

(b) A presentation that may include, but is not limited to the following issues:

1) candidate's administrative philosophy and plans for meeting the short and long term goals of the unit

2) the direction of education in the unit (e.g., What will and should be the attributes of a unit's graduate 10 years from now?)

3) resources needed to attain the goals of the unit

The search committee makes appointments for the candidate to meet various administrators and other appropriate personnel.

8. **Selection of the Supervisor:** The selection process begins only after the interview process of all candidates is complete.

Balloting is conducted on the candidates using the senate standard balloting procedure. The ballot is sent only to the members of the senate constituency in the unit and tabulated by the evaluating committee. The following form is distributed for each candidate:

For the position of (title of supervisor) I find (name of candidate)

Please comment on the strengths and weaknesses of the candidate and any other aspect that you consider important:

The ballot is conducted even if there is only one candidate.

All members of the unit are informed of the ballot's results. The committee will discuss the individual comments and reach some preliminary conclusions. The unit supervisor's senior is given the original ballots along with comments and the results of the ballot. The unit supervisor's senior and the committee will meet to discuss the results.

The successful candidate has an acceptability of at least a simple majority of the voting constituency (not just of the vote cast) in the unit.

The administration is expected but not obligated to appoint the person with the highest acceptable votes as the supervisor of the unit.

If the administration decides contrary to this expectation, then the unit supervisor's senior explains the reasons for this decision in writing.

9. **Involvement in the Negotiating Process:** For all external candidates, a nine month faculty salary should be first decided. For all internal and external candidates the minimum salary of a supervisor should be calculated as follows:

$$A = (F + S) * N/9$$

Where:

A = Annual salary of the supervisor

N = Nine month faculty salary of the candidate

S = Fixed sum increase in the salary

F = Number of months/year the supervisor is paid

The fixed sum increase (S) and the number of months per year the supervisor is paid (N) is described in the unit's charter. The return of the supervisor to a position as faculty member requires an inverse calculation of the formula:

$$F = A * 9/N - S$$

Exception to the above salary computation is negotiated between the candidate and the unit supervisor's senior. In such cases the formula used if the supervisor returns to a faculty position must be described. Any other personal needs are negotiated between the candidate and the supervisor's senior. The search committee is informed of the final offer and the reasons for any exceptions.

10. **Failure of Search Process:** In case no candidate is found acceptable or if the successful candidate does not accept the offer, the following possibilities should be considered:
- The unit should re-examine its charter and goals, make modifications if necessary, and conduct another vote.
 - The committee may reopen the nomination process and conduct another vote if the list of

internal candidates changes.

c. Enter into negotiation with the unit supervisor's senior for (re)opening the search for external candidates. In case no agreement can be reached, the unit

can petition the senate to initiate the formation of the University arbitration committee.

d. The committee may recommend that the unit supervisor's senior initiate the process for appointment of an interim supervisor.

11. **Closure:** The search committee should inform the senate of any changes it deems necessary in the search procedure.

The Following Conditions Apply to Proposals 5-92 through 9-92:

1. Departments/schools will be asked to follow these procedures in 1992-93. If all parts of the procedures are not followed, the unit committee should inform the senate president, in writing the reasons for the changes and the aspect of the procedure that should be retained during revision. This information will be used by the senate for revising the procedures.
2. Editorial or procedural changes next year and in the future may be made by the senate, but any changes that affect faculty governance will require faculty referendum.
3. A simple majority of eligible faculty is needed to approve changes.

Defeated in Referendum: Spring 1992

Combined Proposals 4-92, 5-92, 6-92, and 8-92 to form Proposal 16-92