

Senate Procedure 805.1.1: Search Procedures for Departmental Chairs and School Deans

[\(Proposal 16-92\) \(Proposal 6-11\)](#)

~~I. Searching for School Deans and Associate School Deans~~

~~The School Charter shall specify who is eligible to vote at all stages of the search process.~~

~~A. Searching for a School Dean and Appointing an Associate School Dean~~

~~1. In the event of a vacancy in the School Dean's position, the Provost shall appoint a search committee consisting of at least five faculty members from the School. The Provost will consult with the faculty of the School on these. The search committee will include the following persons:~~

- ~~i. At least four of these faculty members must be tenured~~
- ~~ii. One faculty member from another unit on campus~~
- ~~iii. A member of the advisory board~~
- ~~iv. The Provost in consultation with the faculty of the School will also appoint a staff representative~~
- ~~v. One student (chosen by the School's undergraduate student organizations).~~
- ~~vi. One graduate student member (chosen by the School's graduate students).~~

~~2. The search committee shall conduct an open search, in accordance with all applicable State and Federal laws and University policies and For guidance regarding procedures and methods of deliberation, the committee will consult **Senate Procedures 802.1.1** pertaining to the search procedures for College Deans. The committee will identify the best qualified individual. The Provost will make final selection of the new School Dean. Approval of the Board of Control is also necessary if the appointment includes tenure.~~

~~3. If the school has an Associate School Dean position, and in the event of a vacancy in this position, the School Dean shall appoint an Associate School Dean from the tenured/tenure-track members of the School faculty. The School Dean's choice for Associate School Dean must be confirmed by a secret ballot of the voting members of the School (as defined in the School's Charter) within 60 days. In the event the faculty does not confirm the Associate School Dean, a new Associate School Dean will be chosen by the School Dean from the tenure-track members of the School faculty and confirmed by another secret ballot.~~

~~4. Appointment of Interim or Acting School Dean: When it is evident that the School Dean will be unable to perform his/her duties for more than one semester~~

~~or a search for a School Dean has failed, the Provost will appoint an Interim School Dean. If a search has failed, a new search will begin at the earliest possible opportunity.~~

II. Search Procedure for Department Chairs

~~A. Searching for Department Chairs~~

1. Who can Vote

The Department Charter shall specify who is eligible to vote at all stages of the search process.

2. Procedure for Determination as to Internal or Open Search:

When a new Chair must be selected, the Dean of the College will visit the department and discuss whether the search will be open or restricted only to internal [candidates from the Michigan Tech Community](#). The College Dean will consider the will of the faculty, and after consultation with the Provost, will determine if the search will be an internal only or open search. Both external candidates and current Michigan Tech faculty are encouraged to apply for any open search, since the decision is made here only in reference to publication and marketing of the search [and eligibility to apply](#).

3. Search Committee Makeup:

3.1. Departmental Faculty Representatives

The Search Committee for the Chair will be elected through a secret ballot organized by the Senator of the department and one other faculty member selected by the department's faculty. The number of members on the Search Committee will depend on the number of faculty in a department. Departments with twelve members or fewer will have a committee of at least three [faculty](#) members. Departments consisting of more than twelve faculty members will have a committee of at least four ~~faculty members~~. ~~In each case, one additional person from outside of the department will be appointed by the College dean. If the department has professional staff, one staff member should be elected by the staff to be on the committee. The chair of the search committee will be elected by the committee at its first meeting. At least one person on the search committee has received training in recruiting strategies to improve diversity and on the legal aspects of faculty hiring. At the first convening of the Search Committee, a representative from Human Resources will be invited to review appropriate hiring procedures. Following this consultation and review, the committee will determine the process for evaluating and voting upon candidates after they visit campus. The procedures must comply with Human Resources policy that promotes best~~

~~practices ensuring equal opportunity to all interviewed candidates.~~ No committee member can be under consideration as a candidate.

3.2. At-Large Representative

Whatever the department's size, the College dean will appoint one additional person from outside the department.

3.3. Staff Representative

If the department has staff, one staff member should be elected by the staff to be on the committee.

3.4. Student representatives

The individuals initiating the search will ask the Undergraduate Student Government and Graduate Student Government to each elect one Committee representative and one alternative. Both representatives should be enrolled in the department and will vote except in the case of a simple majority vote.

3.5. Human Resources and Equal Opportunity Compliance and Title IX Representatives

The persons initiating the search will ask Human Resources, Equal Opportunity Compliance, and Title IX to each provide the name of their designated representative to serve without vote.

3.6. Committee Chair

The committee will elect the search committee chair at its first meeting. The dean may also make arrangements through the outgoing department chair to reduce the service load of the selected committee chair.

At the search committee's first convening, a Human Resources representative will be invited to review appropriate hiring procedures and ensure all search committee members have completed the required search committee training. Following this consultation and review, the committee will determine the process for evaluating and voting upon candidates after they visit campus. All procedures must comply with applicable University policies, procedures, and Human Resources and Equal Opportunity Compliance and Title IX practices to ensure equal opportunity to all candidates. Full and open disclosure of potential conflicts of interest concerning committee members and/or applicants is expected. See Board of Trustees Conflict of Interest policy 4.7.

4. Confidentiality

The chair of the search committee must read the Confidentiality Statement provided by Human Resources at the beginning of the process before the committee discusses criteria, drafts interview questions, reviews applications and/or resumes, or begins any work. All committee members must sign the confidentiality statement, and the committee chair must send the completed statement to Human Resources.

5. Search Procedure:

The Search Committee, with input from the present Chair (~~only if the present chair is outside the candidate pool~~) and the Dean, ~~and the Equal Opportunity Compliance and Title IX Officer,~~ will produce the first draft of the position description and ~~position advertisement~~. The Search Committee will complete the ~~Position Authorization Form Request for Posting Memo~~ and send it to the Human Resources Office. The Committee is responsible for ensuring that the search conforms to current legal requirements, and for maintaining the applicant flow log. ~~Applications for the position are made to the Chair of the Search Committee.~~ Departmental faculty may nominate candidates. In the case of an open search, the position will be advertised in appropriate professional journals, and faculty should distribute position descriptions to their professional colleagues.

6. Short List of Candidates:

The Search Committee will review the applications to produce a short list of candidates ~~who meet at least the position's minimum qualifications. If necessary, to determine which candidates to invite to campus, the Committee may schedule and conduct screening interviews with a select pool of candidates (usually more than three and less than 10). The identify of those interviewed will be held in confidence to the extent permitted by law.~~

These ~~selected short-listed~~ candidates will be invited for an interview. ~~For each candidate who accepts the interview invitation, the committee should attempt to obtain independent assessments from referees not listed by the candidates and should solicit faculty help in identifying these referees.~~ If the search is only internal, all applicants ~~who meet the minimum required qualifications~~ will be on the short list of candidates. ~~The committee is expected to obtain faculty input during the screening. No committee member can be under consideration as a candidate.~~

7. Candidate Interview

~~6. The application materials of e~~Each candidate's application materials on the short list will be available to all departmental faculty ~~and~~. The letters of recommendation will be accessible to ~~department~~ members of the department, but the letters cannot be copied. The candidates will be informed of this requirement, ~~and~~ They will be furnished with copies of the position description,

departmental charter, statements of departmental goals, and **other** recent information about the department ~~annual departmental report~~. If a recommendation letter is from a current Michigan Tech faculty member and the letter can be written so there is no concern about sharing with departmental faculty and staff, Human Resources or the search committee chair can redact parts of the letter to protect the author's identity. Alternatively, the write can request that the letter only be shared with the dean and search committee.

While each candidate is on campus, the Search Committee will make arrangements for each individual to make two presentations:

1. A technical presentation **on their** ~~in his/her~~ field of specialization that includes trends, directions and opportunities for research in **that field** ~~the (In the case of an internal search, this presentation can be waived.)~~
2. A presentation that may include, but is not limited to, the following issues: the candidate's administrative philosophy and plans for meeting short and long term goals; the direction of undergraduate and graduate education in the department; **and the Resources** needed to attain the goals.

The Search Committee will arrange the candidate's schedule and set up appointments with appropriate administrators and other persons outside of the department (**the Dean, the Vice President** ~~VP~~ for Research, Provost, other department chairs if **there is an** overlapping research interest).

87. Selection of Chair:

8.1 After the candidates have completed their interviews, the Search Committee will arrange a meeting of faculty and staff to discuss the candidates. **The sitting chair will not be part of this meeting.** The Search Committee will solicit the opinions of graduates and undergraduate students. The Search Committee will conduct a vote **of the voting members of the unit** by secret ballot **for each candidate** to determine if the candidates **are is** acceptable or unacceptable to serve as Department Chair (**See Section II**). ~~The staff vote takes place first, and will be advisory to the faculty vote.~~ The search committee will tabulate the votes. The search committee will prepare **committee** recommendations based on ballot results and strength and weaknesses **based on the required qualifications of the position for** of the acceptable candidates and meets with the Dean to **review the final list of acceptable candidates** ~~discuss the recommendations.~~

8.2 ~~A~~ candidate will **only** be deemed acceptable for department chair ~~who does not obtain if~~ a majority vote ~~of~~ **voting members actually vote.** ~~the faculty.~~ **No candidate will be deemed acceptable for the department chair who does not obtain a simple majority vote of the faculty who have voted.**

8.3 The Dean will select their recommended candidate from the final list of acceptable candidates provided by the search committee or ask that the search be reopened or restarted (Section 9). The Dean will inform the candidate that the Dean will attempt to obtain independent assessments from references not listed by the candidate. Before beginning negotiations with any candidate, the Dean will forward the committee's recommendation and information through their supervisory chain of command. All academic administrators serve in their administrative roles at the pleasure of the University's president. The Dean will convey the committee's recommendation and their recommendation to the Provost and President. Upon approval, the Dean will begin negotiating with the selected candidate.

8.4 The Dean is responsible ~~has the final responsibility~~ for making the appointment subject to the approval of the Provost and President. Before making a final offer, reasons for non-selection based on the required and/or desired qualifications listed in the job description must be reviewed by Equal Opportunity Compliance and Title IX for the candidates not recommended for hire. Human Resources will confirm that reference checks were conducted and that all approvals were received from the President and Provost before approving the hiring documentation.

8.5 Notes must be kept for three years.

98. Unsuccessful ~~Failed~~ Search:

If the Department finds no acceptable candidates following the interviews or the Dean ~~cannot proceed based on~~ ~~is unable to hire a chair from~~ the list of candidates provided ~~finalists advanced by the Search Committee~~, the Dean may reopen the search for additional candidates or restart the process ~~the search is considered to have failed~~. Should the Dean fail the search, they will announce the action and rationale for the action at a department faculty and staff meeting promptly. If a search has failed, a new search will begin at the earliest possible opportunity. The Dean will appoint an Interim Chair as provided by ~~Section 10 H.A. 9~~.

109. Appointment of Interim or Acting Chairs:

When it is evident that the Department Chair ~~can only~~ ~~will be unable~~ to perform ~~their~~ his/her duties for ~~up to more than~~ one semester or ~~the~~ Chair search has failed, the Dean will appoint an Interim ~~Chair~~. Interim Chairs serving more than two years must be evaluated as detailed in Senate Procedure 506.1.1. ~~If a search has failed, a new search will begin at the earliest possible opportunity.~~

An Interim Chair ~~differs~~ is different from an "Acting Chair" or someone serving as "Next In Charge." If a Department Chair expects to be absent from campus or otherwise unable to perform ~~their~~ his or her duties for ~~some~~ a period of time, they ~~must~~ appoint another individual to serve as "Next In Charge." For somewhat

longer absences, they can appoint someone as Acting Chair. "Next In Charge" appointments are intended only for very brief periods, generally lasting a few days. A serving Chair can appoint an Acting Chair to cover medium-term absences lasting up to one semester. If a Chair will be absent for more than one semester, **they will** ~~he or she should~~ step down and allow the Dean to appoint an Interim Chair.

III. Procedure for ~~How to e~~Conducting a Secret Ballots Procedure

The chair of the department chair Search Committee will notify the Senate administrative assistant to conduct a secret ballot for voting on each candidate to determine if the candidate is acceptable or unacceptable to serve as Department Chair. There is a quorum if at least half of the department's voting members vote. If there is no quorum, a new vote will be taken when a quorum is believed to be available.

~~Secret ballots will be conducted using a double envelope process. The marked ballot will be placed into a small sealed envelope. This envelope must be sealed into a larger envelope, which must be signed by the voter across the flap. The Committee (Promotion and Tenure in the case of a School or the Search or Evaluation Committee in the case of a Chair) must be present when the votes are separated from the large outer envelope by the School Dean's or Chair's Administrative Associate. The School Dean's or Chair's Administrative Associate also will record the names of the voters. Finally, the School Dean's or Chair's Administrative Associate will mix the smaller envelopes and give them to the appropriate Committee for vote counting. The department or school can decide if the counting is conducted with a quorum of faculty members present or if the committee can count the votes.~~

IV. Confidentiality

~~Instructions for the Chairperson of the Committee: *It is the responsibility of the Chairperson of the Recruitment/Hiring Committee to read the following statement regarding confidentiality to the entire committee at the beginning of the process before the committee discusses criteria, drafts interview questions, reviews applications and/or resumes or begins any work. A form published by San Jose State University at: <http://www.sjsu.edu/hr/docs/wfp/forms/confidentiality.pdf> is suitable for this purpose.*~~

STATEMENT

All information learned from any recruitment document or during interviews is privileged. The information is not for public disclosure. In the eyes of the law, each committee member is viewed as an agent of the university. During the selection process, it is important that we do not create a liability for the university or for ourselves as individuals.

Members who disclose privileged information run the risk of involving themselves and/or the university in a lawsuit involving a tort action. Examples are the tort of defamation, which is committed when an individual communicates false, injurious information about another; and tortious invasion of privacy, which includes placing another in a false light in the public eye or public disclosure of private facts. In any

