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Michigan Technological University

University Senate

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TO: Maximilian Seel
Provost & VP for Academic Affairs

DATE: February 3, 2011

FROM: Rudy Luck
Senate President

SUBJECT: Senate Proposal 6-11

COPIES: Glenn D. Mroz, President
Dale R. Tahtinen, Secretary of the Board of Control

At its meeting on February 2, 2011, the University Senate approved Proposal 6-11, "Proposal to Establish University-wide Procedures to Search for, Hire, and Evaluate School Deans and Departmental Chairs". The Senate looks forward to approval of this proposal by the administration. Please keep me informed about the decision of the administration on this proposal and feel free to contact me if you have any questions.

Approved subject to changes indicated in red in the proposal and summarized in the attachment.

APPROVED:

_____   3-10-11
Max J. Seel   Date
Provost & V.P. for Academic Affairs

APPROVED:

_____   3/11/11
Glenn D. Mroz   Date
President

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Michigan Technological University is an equal opportunity educational institution/equal opportunity employer.

I recommend approval of Senate proposals 5-11 and 6-11 subject to the changes indicated in red in the proposals. The development of these proposals related to shared governance has a long history and involved many discussions and countless hours of dedicated faculty members. I would like to express my appreciation and thanks.

The proposed changes are in principle related to the role of deans and chairs as defined by Michigan Tech's policy: they are the chief academic and financial officers of their respective units and "serve at the pleasure of the President" as stated in their appointment letters. It is therefore proposed to accept 5-11 without reference to a procedure or operation manual which could lead to endless discussions about what needs the president's approval and end 5-11 with

"8. Units may include other policies or practices that are defined in their current charter. "

In shared governance, units have the power to recommend preferred candidates or individuals under review, or rank the individual as acceptable/unacceptable. The proposed changes simplify but preserve this principle:

A2: The College Dean will initiate the search. The Dean in consultation with the department and Provost will decide whether the search will be restricted to internal candidates, or if there will be an open search for internal and external candidates (the word "international", also used in the school dean search process, is just a red herring; it's not in the dean search procedure for college deans; at the same time, any external search, like faculty searches, are "international" because American publications are read world-wide.)

A3: As the HU charter states, in the spirit of shared governance, the Dean should be able to appoint someone to the search committee.

A7: Searches are expensive; not to forward acceptable candidates (more than 50%) might lead unnecessarily to failed searches (if the 2/3 candidate does not accept). The proposed simplification preserves that search committees will prepare recommendations based on ballot results and strength and weaknesses of the acceptable candidates. No candidate will be deemed acceptable for department chair who does not obtain a majority vote of the faculty.

B2: The proposed mandatory search after second term will make it difficult to hire from outside; it is proposed to have, after the first term, the mandatory evaluation always in the second year (instead of third) of consecutive appointments to allow for a search in the third year if evaluation indicates waning support. The evaluation process also may be initiated by the Dean or by the faculty (by a simple majority vote) at any time earlier, but not more than once a year.

General comment about confidentiality: The statement clarifies the expectation of confidentiality. It's good to have the area addressed and on the table for guidance as opposed to not addressed or left under the rug.

The University Senate of Michigan Technological University
Proposal 6-11
(revised by admin 8 March 2011)
(Voting Units: Full Senate)

"Proposal to Establish University-wide Procedures to Search for, Hire, and Evaluate School Deans and Departmental Chairs"

Background:

The Senate has the responsibility and authority to establish procedures for the selections of Deans, School Deans and Department Chairs (Senate Constitution Article III.F.1.a.10) and the responsibility to make recommendations for their evaluation (Senate Constitution Article III.F.4.b.9). Following the adoption of the departmental governance policies defined by Senate Proposal 16-92, university units established revised procedures for searching for new Chairs and evaluating the performance of those serving as Chairs.

Over the last twenty years, the University administration has come to believe that these procedures should be defined by University-wide policy and not on a unit-by-unit basis. Among the rationales for this change is the fact that Chairs and School Deans are administrative officers and thus serve at the discretion of the president, but units have rights of appeal as defined in the grievance policy outlined by Senate Proposal 23-00. As an extension of this fact, units have the power of review and comment during searching, hiring, and evaluating/reviewing.

Academic units and members of the administrative team have disagreed whether an individual unit can direct a search to be for internal or external candidates. This proposal mandates an ~~external~~ open search for a School Dean and grants the authority to resolve this issue to the appropriate ~~School~~ College Dean or the Provost in consultation with the department for a Chair search.

This proposal contains language duplicated from current, approved charter procedures for both School Deans (i.e., Forestry) and Department Chairs (i.e., Chemical Engineering). Editorial and other changes have been made to the material which afford the following differences:

1. All School Dean searches will be **open** ~~external and international~~ in scope.
2. The proposal contains an annual mechanism by which the Provost, School Dean (for Associate Deans), or a majority of the School's faculty and staff can initiate an interim review.
3. Units still have to evaluate their chairs after three years of service, but a mechanism for surveys after the second and fifth years of service so as to provide useful feedback for improvement is included. Most charters previously allowed for this at the end of every year but only if a Senator requested one or if a majority of the unit faculty assessed by vote requested one.

4. ~~The department chair may serve for a third or more terms, but this policy calls for an automatic search after the serving chair's second term (sixth year and for every subsequent sixth year). If no other department member puts their name forward for consideration as chair, the serving chair can make a public presentation and the department can advance the current chair's name for re-appointment by the CollegeDean. In these cases, no evaluation or vote will be required.~~

4.5. School Deans and Chairs currently serving terms during the term when this proposal is approved will enter the evaluation cycle according to the years passed since their most recent appointment or reappointment.

Proposal Text:

This policy applies to Departmental Chairs and Deans of Schools only. Search provisions for Deans of Colleges and the Dean of the Graduate School are governed by Proposal 19-07 (**Senate Procedures 802.1.1**) and Proposal 17-07 (**Senate Procedures 803.1.1**) respectively.

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

The School Charter shall specify who is eligible to vote at all stages of the search and evaluation 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 appointments. 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 guidelines. 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 vote.

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.

B. Evaluation of the School Dean and Associate School Dean

1. Every third year, the School Dean shall be evaluated to determine whether he/she will be re-appointed. This evaluation will be conducted by the School's Promotion and Tenure Committee using University-wide guidelines and concentrating on performance in the following areas: 1) establishing objectives consistent with the School's mission and, 2) meeting those stated objectives. Membership of the committee may be augmented by faculty and staff from other colleges, schools, or universities as is deemed necessary by the faculty and staff of the School in consultation with the Provost. Students as well as members of the School's Advisory Board may also serve on the committee as is appropriate. The evaluation process will include a written self evaluation by the School Dean, survey of faculty and staff opinions of the School Dean's performance of his/her responsibilities, a summary of the faculty and staff comments and opinions compiled by the Committee, and the School Dean's response to their report. The committee will hold a secret ballot vote of the School's members (as defined by the charter) to provide advice regarding the School Dean's reappointment. The Committee's report, School Dean's response, and the results of the vote will be disseminated to all School faculty and staff, and submitted to the Provost. A copy of the evaluation shall be placed in the permanent records of the School. The Provost should meet with the faculty and staff of the School to discuss the evaluation results before action is taken on reappointment. The final decision to reappoint or replace the School Dean is made by the University upper administration as specified by MTU policies.

2. Every third year, the Associate School Dean position if it exists in the school will also be evaluated to determine whether he/she will be re-appointed. This evaluation will also be conducted by the School's Promotion and Tenure Committee using the guidelines adopted for University-wide usage and concentrating on performance in the duties listed for the position in the school's charter. Membership of the Committee may be augmented by faculty and staff from other colleges or departments as is deemed necessary by the faculty and staff of the School in consultation with the School Dean. Students may also serve on the committee as is appropriate to the evaluation criteria. The evaluation process will include a written self evaluation by the Associate School Dean, survey of faculty and staff opinions of the Associate School Dean's performance of his-her duties, a summary of the faculty and staff comments and opinions compiled by the Committee, and the Associate School Dean's response to their report. A secret ballot of the School tenure-track and research faculty will be conducted to solicit input on whether the Associate School Dean should or should not be re-appointed. The Committee's

report, Associate School Dean's response, and the results of the vote will be disseminated to all School faculty and staff, and submitted to the School Dean. A copy of the evaluation shall be placed in the permanent records of the School. The School Dean will meet with the faculty and staff of the School to discuss the evaluation results before action is taken on reappointment. Final responsibility to retain or replace the Associate School Dean rests with the School Dean and the School Dean's decision to reappoint the Associate School Dean must be confirmed by a simple majority vote of the tenure-track and research faculty using a secret ballot.

3. Interim Survey of the School Dean and Associate School Dean
Once per interim year (i.e., years one or two), a survey of the School Dean's performance may also be done if any one of the Provost, the School Dean, or a majority of the faculty and staff of the School (as defined in the School's charter) request(s) a special survey. The School Dean leadership skills shall be surveyed using questions deemed appropriate by an interim evaluation committee (formed as described below). These surveys are meant to provide the School Dean with an opportunity to respond to any problems, real or imagined, early on in their tenure and to demonstrate the ability to lead in a constructive and inclusive manner. Interim surveys will be conducted by a committee comprised of three persons, one faculty member appointed by the Provost, one elected by the faculty, and one from the Professional staff. The purpose of this committee will be to prepare an appropriate questionnaire (the Provost can suggest questions), distribute this to interested parties, and compile the results which will be presented to the School Dean for his/her use and to the Provost. One departmental meeting for all involved parties shall be held at the end to discuss the results whereupon all data should be destroyed with one record being kept in the Provost's office.

4. Closure
The department's Senator or his/her designee must inform the Senate that the School's evaluation process has been concluded and offer any recommendations for changes in the evaluation process the Evaluation Committee deems necessary. This can be done during a Senate meeting or by email to the Senate office before the date of the last Senate meeting for the year in question.

II. Search Procedure for and Evaluation of Department Chairs

A. Searching for Department Chairs

1. 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 ~~External~~ 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. ~~They will also discuss if the search should be marketed on a national or international level. Following this meeting, the department's search committee (as described in section II.A.3) will hold a vote by secret ballot to gauge faculty opinion (consisting of yes/no to "Are you in favor of an open search"). The committee will communicate the result of the vote to the Dean~~. 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~~, nation-wide; or open, international~~ search. Both ~~international~~ external candidates and current Michigan Tech faculty are encouraged to apply for any open search, since the distinction is made here only in reference to publication and marketing of the search.

3. Search Committee: 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 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.

4. Search Procedure: The Search Committee, with input from the present Chair, the Dean, and the Affirmative Action Officer, will produce the first draft of the position description and position advertisement. The Search Committee will complete the 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.

5. Short List of Candidates: The Search Committee will review the applications to produce a short list of candidates. These 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 will be on the short list of candidates. The committee is expected to obtain faculty input during the screening process. No committee member can be under consideration as a candidate.

6. Candidate Interviews: The application materials of each candidate on the short list will be available to all departmental faculty and staff. The letters of recommendation will be accessible to members of the department, but the letters cannot be copied. The candidates will be informed of this requirement, and will be furnished with copies of the position description, departmental charter, statements of departmental goals, and recent annual departmental report.
While each candidate is on campus, the Search Committee will make arrangements for each individual to make two presentations:
1. A technical presentation in his/her field of specialization that includes trends, directions and opportunities for research in the field. (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; 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 (Dean, VP for Research, Provost, other department chairs if overlapping research interest).

~~7. Selection of Chair: After the candidates have completed their interviews, the Search Committee will arrange a meeting of faculty and staff to discuss the candidates. The Search Committee will solicit the opinions of graduates and undergraduate students. The Search Committee will conduct a vote by secret ballot to determine if the candidates are acceptable or unacceptable to serve as Department Chair. The staff vote takes place first, and will be advisory to the faculty vote. The search committee will tabulate the votes and take these actions according to the results:~~
   ~~a. If only one candidate receives a 2/3 vote of "acceptable," the committee forwards that candidate's name to the Dean.~~
   ~~b. If two or more candidates receive 2/3 votes of "acceptable," the committee forwards the names of all those so considered to the Dean for consideration.~~
   ~~c. If no candidate receives a 2/3 "acceptable" votes, but one or more candidates received 1/2 or more "acceptable" votes, the committee will advance those names to the Dean for consideration.~~

d. If no individual candidate receives more than 1/2 (50%) of the department's "acceptable" votes, the committee will inform the Dean that the search has failed.

7. Selection of Chair: After the candidates have completed their interviews, the Search Committee will arrange a meeting of faculty and staff to discuss the candidates. The Search Committee will solicit the opinions of graduates and undergraduate students. The Search Committee will conduct a vote by secret ballot to determine if the candidates are acceptable or unacceptable to serve as Department Chair. 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 recommendations based on ballot results and strength and weaknesses of the acceptable candidates and meets with the Dean to discuss the recommendations. No candidate will be deemed acceptable for department chair who does not obtain a majority vote of the faculty. The Dean has the final responsibility for making the appointment subject to the approval of the Provost and President.

8. Failed Search: If the Department finds no acceptable candidates following the interviews or the Dean is unable to hire a chair from the list of finalists advanced by the Search Committee, the search is considered to have failed. The Dean will appoint an Interim Chair as provided by II.A.69.

9. Appointment of Interim or Acting Chairs: When it is evident that the Department Chair will be unable to perform his/her duties for more than one semester or a search for Chair search has failed, the Dean will appoint an Interim Chair. Interim Chairs serving more than two years must be evaluated as detailed in Section B. If a search has failed, a new search will begin at the earliest possible opportunity.

An Interim Chair 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 his or her duties for a period of time, they 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, he or she should step down and allow the Dean to appoint an Interim Chair.

B. Evaluation and Reappointment of Chairs

1. The Department Charter shall specify who is eligible to participate in the evaluation process as well as the structure and selection of the Evaluation Committee for their Chair. The Evaluation Committee will not include the current chair or any faculty member that has a conflict of interest regarding the current chair's evaluation. Written guidelines on these types of conflict-of-interest situations may not be in the MTU faculty handbook or in the Board of Control Bylaws and Policies.

2. Frequency of Evaluation: The term of appointment for the Chair is three years and the Chair's performance will be assessed by means of **a** surveys **(conducted in the second year of the first term only)** and reviews. The survey need to be conducted so as to provide timely feedback to the Chair so they can adjust policy or practice before their **in-depth** review for reappointment. ~~in their third year~~.

Reappointment reviews take place in the third year of the first term and then in the second year of the consecutive appointments to allow for a search in the third year if the evaluation indicates waning support. A search will normally be conducted if the support is less than 50% of the voting constituency.

The evaluation process also may be initiated by the Dean or by the faculty (by a simple majority vote) at any time earlier, but not more than once a year.

At any point in the evaluation process, the Chair may decide not to seek reappointment. In this case, the evaluation process ends and all written and electronically stored material related to the evaluation process will be destroyed.

~~Departments may use their discretion regarding the depth and rigor of each evaluation, but must conduct a survey in the Chair's second year followed by a review during their third year (if the Chair is standing for reappointment to a second term), followed by a survey in the fifth year (irrespective of if the Chair is standing for reappointment to a third term). There is no evaluation procedure (survey or review) conducted in the 6th year and this cycle of evaluations starts anew if a Chair is appointed for a third successive term.~~

~~A mandatory reappointment vote by faculty and staff will occur in the third year. If a 2/3 majority or greater of the Department's eligible members vote to reappoint the Chair then that individual's name will be automatically forwarded to the College Dean, the Provost and the President for a decision. If a simple majority, but less than 2/3 of the Department, vote to reappoint, then the College Dean will decide whether to reappoint or conduct an external or internal search for a new Chair. If a serving Chair does not receive at least 50% of the vote to reappoint during their third year review, the Dean will open a search as defined by II.A. In addition, if as a result of any 2nd-year or 5th-year survey, the Evaluation Committee determines that a majority of the Department faculty do not support the serving Chair, they may move for their department to hold a reappointment vote according to Section II.B.8.~~

~~After the serving chair's second term, there will be a mandatory search (either open or internal decided as detailed in Section II.A). The Chair is allowed to run along with other candidates. During consultation with the Department, if the Dean finds that the current chair is willing to serve a third term and that no individual in the Department wishes to be considered for the Chair's position, he or she may simply reappoint the Chair. If any~~

~~Chair Service Year~~	~~Evaluation Type~~	~~Action of Administration based on Fraction Support~~		
		~~> 2/3~~	~~1/2 – 2/3~~	~~< 1/2~~
~~First~~	~~None~~			
~~Second~~	~~Survey~~	~~Results communicated to College Dean~~		
~~Third~~	~~Review~~	~~Automatic forwarding of incumbent for reappointment~~	~~College Dean decides either to appoint or open search~~	~~Open or internal Search~~
~~Fourth~~	~~None~~			
~~Fifth~~	~~Survey~~	~~Results communicated to College Dean~~		
~~Sixth~~	~~None~~	~~Open or internal Search (Only if College Dean warrants or interest expressed internally). If no search is conducted, the incumbent Chair is to be reappointed.~~		
~~Seventh~~	~~Cycle repeats at First above in case of a continuing Chair.~~			

3. Self Evaluation by the Department Chair: During ~~a 3ʳᵈ year~~ a mandatory reappointment review ~~toward the end of a three year term~~, the Chair will prepare a written report that is distributed to all faculty and staff of the department. This report should include but need not be limited to:

A. Achievement of the department goals for the period of evaluation.
B. Budget and its management.
C. Growth and quality of academic programs.
D. Future needs and directions of the department/school.
E. The charge given to the Chair or any goal of the department that the Chair thinks is controversial in the department and the effort the Chair has made to address the controversy.

The distribution of this report will be followed by a meeting of all members of the department. The purpose of this meeting will be for the Chair to answer questions and provide clarification about the report.

4. Evaluation Procedures: Department Evaluation Committee will create a survey questionnaire with which their members can evaluate the Chair's performance. The Department's Evaluation Committee will determine the format and method of the questionnaire. Each College Dean's office will keep sample questionnaires on file to help Department Committees prepare their own survey instrument. The Senate office also has a listing of suggested questions. Once prepared, questionnaires will be sent to all faculty and staff of the department. Evaluation committees

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should use the Senate's standard balloting procedures (given below). The faculty and staff will be given one week to return the completed form to the Evaluation Committee.

5. Processing of Questionnaire Results: The Evaluation Committee will tabulate and analyze the results. The committee will be sensitive to the interests and concerns of various members of the unit while preparing, conducting, and tabulating the results of the survey (including tenured/tenure-track faculty, lecturers, staff, "professors of practice," research engineer/scientists, administrators) within the department. The committee will synthesize comments from open-ended questions and prepare summary statements of the major accomplishments and problem areas of the Chair over the period of evaluation. The committee will comment on progress in previously identified problem areas. Results of the previous evaluation may be obtained from the College Dean.

6. Chair's Response: The Evaluation Committee will give the Chair a copy of the survey results, which may include tabulated results, syntheses of the open-ended questions, and summary statements. The Chair will be asked if he/she would like to respond to the report before it is presented to members of the department. If the Chair decides not to seek reappointment, then the process is terminated, and the members of the department will be informed of the Chair's decision. All material, including digital media, related to the evaluation process will be destroyed.

7. Dissemination of Questionnaire Results: The evaluation committee will prepare a report, including the tabulated results, syntheses of open-ended questions, any summary statements prepared by the committee, and (if provided) the response of the Chair. The Evaluation Committee will arrange a closed departmental meeting at which they will circulate this report to all faculty and staff in the department. Copies of the documents will not be taken outside the meeting room. All but two copies of the documents will be destroyed after the meeting. The purpose of the meeting is the dissemination of evaluation material only, and not for additional discussion of the Chair's performance.

One copy of the report will be kept in the office of the College Dean. Any member of the department may see the evaluation material at any time during the reappointment process at the office of the College Dean. The second copy will be used in the file described in item 9.

8. Balloting: A vote on the question below will be conducted using the Senate standard balloting procedures **(found here)**. The ballot will be sent only to the members of the senate constituency in the department and tabulated by the Evaluating Committee.

(Name of Chair) should be reappointed or continue as the Chair of the Department

Yes _____   No _____   No Opinion_____

All the faculty and staff of the department will be informed of the ballot results by the Evaluation Committee.

9. Implementation of Evaluation Results: A file containing the self evaluation of the Chair, the original completed questionnaires, the tabulated results of the questionnaire, the synthesis of open-ended questions, the summary statements of the committee, the response of the Chair, and the results of the ballot will be forwarded to the College Dean, the Provost, and the President who will make the final decision on reappointment.

When the administration decides contrary to a 2/3 majority vote, the College Dean or the Provost will provide written explanation of the reasons for that decision to the members of the department.

10. Report by College Dean: When a Chair is reappointed or denied reappointment the direct supervisor of the Chair must prepare a written statement on the strengths and weaknesses of the Chair, including but not limited to the following areas:
a. Guidance and management of the quality and growth of the academic programs within the department.
b. Guidance and support of research activities within the department.
c. Practice of sound financial management within the department.
d. Management and guidance of personnel within the department.
e. Definition of goals within the department and progress of the department toward these established goals.
The report is distributed to all members of the department and a meeting with the College Dean is held to answer questions and to provide clarifications.

11. Storage of Reports: The self-evaluation report of the Chair, the report of the College Dean, the tabulated results, the synthesis of open-ended questions, the summary statements of the committee, and the ballot results will be kept in the office of the College Dean, and will be supplied to the next Evaluation Committee. The above documents including digital information (emails, downloaded files, etc.) will be destroyed once the Chair leaves the position.

12. Closure: The department's Senator or his/her designee must inform the Senate that the evaluation process has been concluded and offer any recommendations for changes in the evaluation process the Evaluation Committee deems necessary. This can be done during a Senate meeting or by email to the Senate office before the date of the last Senate meeting for the year in question.

C. How to conduct a Secret Ballot Procedure
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.

D. 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 lawsuit it is possible for an individual to be named as a defendant as well as the university. An appropriate response to questions from individual applicants or the public about any aspect of the selection process should be: Selection is a confidential process and therefore I am unable to respond to your question. The recruitment process is treated with confidentiality, so it would be inappropriate for me to answer your question or that of any other applicant. If the person inquiring is not satisfied with your response, please ask them to refer the question to Workforce Planning in the Human Resources.

COMMITTEE MEMBER SIGNATURES		
I confirm that the Confidentiality Statement has been read to me and that I understand it and agree to abide by the provisions and requirements of the statement.		
Signature	Print Name	Date
Signature	Print Name	Date
Signature	Print Name	Date
Signature	Print Name	Date

Signature	Print Name	Date
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Signature	Print Name	Date