

# Charter of the Department of Social Sciences

Draft prepared October 31, 1995

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Adopted May 8, 1995

Revisions (as per Provost memo of 9/13/95) approved November 13, 1995

Minor additional revisions approved March 28, 1996

## I. Departmental Governance

### A. Department Meetings

1. The Chair of the Department will call formal departmental meetings at various times during the year, depending on the volume of business to be conducted, but at minimum at least once a quarter. These meetings will be the primary forum for discussion of policy issues. The chair shall prepare and distribute a tentative agenda ahead of time; faculty members may request that items be included in meeting agenda.
2. When votes are taken in Department meetings they may be by voice or hand. Secret ballots will be used at the request of any faculty member.
3. Voting rights will be limited to tenured and tenure-track faculty.

### B. Committees

1. The Chair shall make committee assignments near the start of each academic year, after giving faculty the opportunity to volunteer for specific committee assignments.
2. Because committees should serve our educational mission, and not hamper it, committee assignments for all faculty/staff should be kept to a minimum, and distributed equally, but special consideration should be given to not over-loading non-tenured faculty.
3. The committee structure of the Department will consist of standing committees and ad hoc committees. The four standing committees will be: Curriculum; Computer; Promotion, Tenure, and Reappointment; and Graduate.
  - a) Only tenure or tenure-track faculty with at least a 50% Appointment in the Social Sciences Department will be asked to serve on departmental standing committees, unless in an ex officio capacity.
  - b) **Curriculum Committees**  
Composition: number may vary  
Appointment: appointed by the chair with no special restrictions.  
Responsibilities:  
Review proposals for new courses and/or recommend changes in course offerings and descriptions.

Review lab fee and course fee proposals; review current undergraduate degree offerings; review Chair's plans for use of part-time faculty.

**c) Computer Committee**

Composition: number may vary

Appointment: Appointment by Chair, must include both Macintosh

Responsibilities:

Update Department's computer strategy on an annual basis; make recommendations on computing and computing purchases to the Chair; review department student major computer fees.

**d) Graduate Committee**

Composition: number may vary

Appointment:

Appointed by the Chair with no special restrictions, except that the majority of the committee shall consist of those active in the graduate programs of the Department.

Responsibilities:

Guide operations of the graduate program; make decisions of graduate student admission; insure sufficient course offerings; develop new graduate course proposals in needed; allocate teaching assistantships; provide general supervision and direction to graduate students.

**e) Promotion, Tenure, & Reappointment Committee**

Composition:

3 tenured faculties with a 50% or greater appointment in the Social Sciences Department. The Department Chair will not be a member of this committee, even in an ex-officio capacity. Members will serve a term of 3 years, one member rotating off each year, with a new member rotating on. The faculty member in the third year of his/her term will serve as the Committee's chair.

Appointment:

Early each fall the Department Chair shall distribute a ballot to all tenured and tenure-track faculty with 50% or greater appointment in the Department. This ballot shall contain the names of all faculty eligible for appointment to the committee and a space for each faculty member to indicate whether this person is "acceptable" or "unacceptable" as a potential appointment to the committee. The ballots shall be collected and tabulated by the Department Coordinator, with the results passed to the Department chair. The Department Chair shall make appointments to the PT&R Committee only from among those eligible faculty who have received a majority approval rating.

Responsibilities:

Review progress of untenured faculty and make recommendations to the Chair regarding reappointment; meet with untenured faculty to review progress and answer questions about promotion and tenure process; review files of faculty requesting promotion and/or tenure and make recommendations to Chair; initiate negotiations with Dean on appointment of new Department Chair; serve as the Department's grievance committee.

4. Ad hoc Committees: An ad hoc committee may be formed at any time during the calendar year

as needed. Typical ad hoc committees are those established to conduct a search or to prepare a planning or strategy document.

- a) The need for such a committee and its composition shall be Communicated to the Department; committee membership shall only be finalized after faculty have an opportunity for input.
- b) Ad hoc committees will continue to function until the project is Complete or the issue is no longer of concern. Existing ad hoc committees may be reconstituted at the beginning of the fall term.

## **II. Administrative Structure**

### **A. Department Chair**

1. Search and Initial Appointment

This shall be carried out in accordance with the procedures outline in *Appendix B* (pp. 13-16). The term of appointment is three years.

2. Reappointment

This shall be carried out in accordance with the reappointment Procedures attached as *Appendix C* (pp. 16-19).

3. Voting on all matters pertaining to a search for or reappointment of a Chair is restricted to tenured and tenure-track faculty with appointments of at least 50% in the Department of Social Sciences

4. Responsibilities

The Chair shall serve as the Department's chief executive officer.

The Chair's responsibilities shall include such matters as:

- General operation of the Department

- Control and maintenance of the budget

- Faculty and Staff hiring and recruitment

- Evaluation of the faculty

- Personnel development

- Assignment of merit raises

- Maintenance of records relevant to personnel actions

- Assignment of teaching loads; establishment of teaching schedules

- Approval of sabbaticals and leaves

- Hiring, orientation, and direction of part-time faculty

- Scheduling

- Program development

- Allocation and disbursement of travel funds

- Representation of the Department on the College Council and other forums

- Handling of most student affairs: advising, complaints, prerequisite waivers, etc.

- Serving as liaison and conduit for communications between the Department and higher

- Administration

- Serving as advocate for the department to the remainder of campus, including high

administration

5. The Department Chair shall carry out the above and other obligations as Appropriate in accordance with the various policies and guidelines passed on various occasions by the department (e.g., the peer evaluation plan, zero teaching load policy, and part-time employment policy) and maintained in the Department's "Procedures and Guidelines" notebook.

## **B. Acting Chair**

When the Chair is absent, he/she shall name an Acting Chair who will be responsible for carrying out the normal responsibilities of the Chair.

## **III. Specific Departmental Functions**

### **A. Budget Development**

Early each academic year, the Department Chair shall prepare a budget for the Department for the coming academic year and present it to the Department at a Departmental meeting for review and input.

### **B. Grievances**

Under the University's grievance policy, the Department's Promotion, Tenure, & Reappointment (PT&R) Committee shall serve as the Department's grievance committee. If a member of the PT&R Committee is the grievor, the grievance committee shall consist of the two other members of the PT&R committee, plus a third person selected by them. A Human Resources staff member will be appointed to serve as a resource person on each grievance committee. This person will initially provide training services to the committee and will be on call for future deliberations at the request of the committee chair.

### **C. Hiring of New Faculty and Staff**

The Department's goal is to attract and then employ the people best qualified for its programmatic needs. Tenure-track faculty position openings shall be discussed in general departmental meeting, before appointment of an ad hoc search committee. The committee, once appointed, will work with the Department Chair, to define the qualifications and interests desired of the job candidates and carry out the search. Faculty shall be kept informed of the progress of all searches and be provided opportunity for input at several stages of the process.

After candidates are interviewed, the search committee will circulate a ballot to the faculty to determine if candidates are viewed as exceptional, acceptable, or unacceptable by faculty and to solicit additional comments. The search committee shall notify the faculty of the results of this ballot. The search committee will then make a recommendation to the Chair.

In no case shall the search committee or the Department Chair recommend appointment of a candidate deemed unacceptable by a majority of the Department's faculty.

For staff, the Department Chair may create a search committee but will, in any case, consult with other staff members.

## **D. Merit Raises**

Merit raises for the Social Sciences faculty shall be determined by the Chair. In delineating these raises the Chair shall take into account each faculty member's activities in teaching, research, and service (both on campus and professionally). In dealing with these areas, the Chair shall attempt to weigh them on a 40%-40%-20% basis.

In the area of teaching, the Chair shall consider a number of areas, including (but not restricted to): number of classes taught, enrollment, student evaluations, peer evaluations, distribution or not, pedagogical publications and awards, number of graduate students being directed, frequency of student complaints, and contribution to curricular or program development.

In the area of research, the Chair shall consider a number of areas, including (but not restricted to): presentations at professional meetings, publications of all types, grants and proposals submitted, and grants and proposals funded. In the area of service, the Chair shall consider a number of areas, including (but not restricted to): level of service on departmental, college, and university committees, contribution to curricular or program development, and level of service to organizations call on a faculty member's professional expertise.

## **E. Promotion, Tenure, and Reappointment**

The chair and the Department's Promotion, Tenure, and Reappointment Committee shall follow the procedures and guidelines laid out in the Department's document on this subject and contained in *Appendix A* (pp. 7- 13).

In compliance with Board of Control policy all recommendations for promotion, tenure, and reappointment will require the approval of the Provost, President, and Board of Control.

## **F. Teaching Distribution**

It is generally expected that all tenured and tenure-track faculty will teach at least one section of the Department's core courses (or closely-related, lower-division courses) each year, unless they have moneys available to purchase release time.

## **G. Travel Funds**

The Chair will be responsible for the allocation and disbursement of travel funds. The level and availability of funding shall be announced in a Department meeting during the fall quarter of each school year.

# **IV. Amendment of the Charter**

Amendments to this charter may be proposed by any member of the faculty/staff at any time by the following procedure

- A) Written proposals must be given to the Chair in writing. The Chair will Appoint an ad hoc charter committee for review of the proposed amendment.
- B) The committee will review the proposed amendment and report to the faculty/staff. The Committee's report will include comments about the possible ramifications of the proposed change and recommendation.

- C) The proposed change will then be discussed at a formal Department meeting. The support of 2/3rds or more of the faculty is required for approval of the amendment.
- D) All amendments approved by the Department must be approved by the Provost and President.

## **V. Miscellaneous**

1. In any event in which the provisions of this Charter are in conflict with University policies and procedures, the University policies and procedures shall take precedence.
2. All references to preservation of confidentiality in this document mean that confidentiality will be protected as far as legally possible. Disclosure may be required by law.

# Appendix A

## DEPARTMENT OF SOCIAL SCIENCES GUIDELINES FOR PROMOTION, TENURE, & REAPPOINTMENT

Adopted: April 1995

Revisions (as per Provost memo of 9/13/95) approved 11/13/95

- Part I: Guidelines for Promotion, Tenure, & Reappointment**
- Part II: Criteria for Promotion and Tenure**
- Part III: Categories of Evaluation for Promotion and Tenure**

### PART I

#### GUIDELINES FOR PROMOTION, TENURE, & REAPPOINTMENT

##### General

In compliance with Board of Control policy, all recommendations for promotion, tenure and reappointment will also require the approval of the Provost, President, and Board of Control to become effective.

These Criteria for Promotion, Tenure and Reappointment will supplement the basic promotion, tenure and reappointment regulations of the College of Sciences and Arts and of the University as a whole.

A faculty member may qualify for academic advancement through suitable accomplishment in scholarship, effective teaching, professional development, service to students, and administrative or professional services, as specified in these guidelines. Overall, the candidate should show evidence of professional growth both within the outside of the confines of the University.

##### Committee Structure

The Tenure & Promotion Committee shall consist of three members with staggered three year terms. The Department Chair shall appoint the members from among those tenured associate professors and professors who have been voted acceptable by a majority of the department faculty. Under special circumstances, the Department Chair may appoint an additional or replacement member. That member should be voted acceptable by the Department.

##### Committee Function

The Tenure and Promotion Committee shall evaluate the files of applicants and render professional judgment about their suitability for tenure, promotion, and reappointment. The committee will provide the Department Chair and the college with a written recommendation and assessment of the scholarly performance of each applicant for tenure and promotion, considering three key areas of evaluation: teaching, research, and service. The Committee will also insure that promotion and tenure files go forward to the College Committee in good order with all necessary materials available. Assessments for reappointments will provide the Department Chair with an evaluation of the candidate's progress

toward tenure.

### Reappointment Reviews

1. Reappointment reviews should be understood as internal assessments by the departmental Promotion, Tenure, and Reappointment Committee (PT&R Committee), leading to recommendations on candidates; progress toward tenure. These reviews should provide goals to help candidates develop strategies to achieve tenure.
2. Faculty due for an annual review of progress toward tenure will submit to the committee a current vitae and a one-page statement regarding activities in research, teaching and departmental/university service in the previous year. The Committee will advise the Department Chair in writing of its assessment of the candidate's progress towards tenure, and provide a copy to the faculty member.
3. Faculty due for a two-year review leading to a committee recommendation on reappointment will submit to the Committee:
  - (a) a current vitae
  - (b) a one to two page statement on recent and current activities in these areas:  
research, teaching, departmental/university service, and future plans and directions for the next two years (including work in progress)
  - (c) teaching evaluation summaries for the past two years

The Committee will not conduct a vote of the faculty but will welcome faculty input and may utilize other material such as peer evaluations and documented information gathered by the Committee from other faculty. The Committee will inform the candidate of its utilization of additional information, which can then be viewed by the candidate.

The Committee will advise the Department Chair in writing of its recommendations for reappointment or non-reappointment and its reasons. The committee will provide a copy to the faculty member.

4. In the case of a recommendation of non-reappointment in a biennial review, the faculty member may provide a written response to the Committee. Both documents will be forwarded to the Department Chair.
5. The Department Chair will make a decision for or against reappointment in writing to the Dean of the College of Sciences and Arts. In cases of non-reappointment, reasons will be provided. The faculty member will be notified of the decision and provided a copy of the document.
6. If the Department Chair should make a decision different from that of the PT&R Committee, the candidate may write a response and place it the reappointment file before it goes to the Dean.

### Department Responsibility in the Preparation of Faculty for Tenure

1. The Department Chair shall arrange annual professional development interviews with untenured faculty members of the Department. These interviews should review recent activities and accomplishments of the faculty member, his/her plans and objectives, and the relationship and

merit of his/her contributions to Department and University Programs.

2. The Department Chair must also provide all non-tenure tenure-track faculty members with a written, confidential opinion of their progress toward tenure. Faculty members shall acknowledge receipt of a copy of the statement by signing and dating the original.
3. Periodically, the PT&R Committee Chair, Department Chair and departmental representative to the College Committee will conduct an informational meeting for untenured faculty on the promotion process and on how to build a presentable record for tenure.
4. Tenured faculty members of the department should be generally aware of untenured faculty members' progress toward tenure and become informal mentors where possible.

### Tenure & Promotion Review

The Committee, in conjunction with Department Chair, will provide adequate notice of the review deadline and clear instructions to the candidates on preparation of files. The Committee, working with the Department Chair, will identify five external scholars to review the file of candidates for tenure and promotion. The Department Chair will contact the external reviewers.

### Rights of Applicant

1. Because of the multi-disciplinary nature of the department, candidates for tenure and promotion may make suggestions regarding the selection of external reviewers as follows: The candidate will suggest a number of names (about 4-5). Independently of the candidate, the Committee will develop an additional list of names (about 4-5). The candidate may eliminate one name from the committee list without explanation. Referees contacted will ordinarily be drawn from both the candidate and committee lists.
2. An individual, not subject to a mandatory review, has a right to withdraw a tenure and promotion application at any time.
3. Candidates will be informed of the PT&R Committee and Department Chair recommendations by the Department Chair before they are sent to the College Committee.
4. Candidates may update their tenure or promotion file after it has left the department only under the following circumstances: when additional information is requested; when a grant application already submitted for review is accepted; when a forthcoming article, chapter, or book is published.

### Early Tenure

For individual whose entire tenure-track career or the preponderance of their tenure-track career has been at MTU:

Individuals applying for tenure before their mandatory year must have an exceptional record. The record must demonstrate high quality across the board, in research and publication, teaching, and service. For an early tenure application to go forward, the Department Committee and the Department Chair must agree that the application should go forward. The candidate for early tenure is urged first to discuss the promotion and tenure application with the Department Chair and the Department Committee.

For individuals who have had substantial time in tenure-track or held academic tenure at another institution:

The individual's time and record in other institutions shall be considered when applying for early tenure. The applicant also must have a sustained record at Michigan Tech that demonstrates research and publication, teaching, and service at a level comparable to other tenurable faculty in the Department. For an early tenure application to go forward, the Department Committee and the Department Chair must agree that the application should go forward. The candidate for early tenure is urged first to discuss the promotion and tenure application with the Department Chair and the Department Committee.

## **PART II**

### **CRITERIA FOR PROMOTION AND TENURE**

#### **PREAMBLE**

The granting of tenure and promotion in the Department of Social Sciences rests upon the qualitative assessment and evaluation of the performance of individuals at the time of their promotion. There is no one formula that applies in this department, and allowance must be made for the varying records individuals in this department will build. Quantitative measures (numbers of articles, dollars of outside research raised, numerical summaries of teaching evaluations) cannot replace this qualitative dimension of the review process. The Department believes it is appropriate to consider "departmental citizenship" during the tenure and promotion review. This term refers to the individual's contribution to the life of the department in various ways, and includes constructive cooperation with other members of the department toward departmental goals in such areas as programmatic development, teaching endeavors, committee assignments, and so forth.

#### **CRITERIA FOR APPOINTMENT AS ASSISTANT PROFESSOR**

The candidate should:

1. Have a terminal degree. This usually will be a PH. D. or equivalent
2. Demonstrate competence as a teacher.
3. Maintain active membership in an appropriate professional society.
4. Demonstrate evidence of capacity to initiate a record of research and publication.

#### **CRITERIA FOR PROMOTION TO ASSOCIATE PROFESSOR**

The candidate should:

1. Meet all requirements for promotion, or appointment, to the rank of Assistant Professor.
2. Have a successful record as a teacher, as attested to by students and colleagues. This may also include the supervision of graduate students, service on graduate committees, and advising of

undergraduate students.

3. Maintain continuing and active participation in scholarly research, as evidenced by such activities as peer-reviewed publications in vehicles appropriate to one's field, presentations at scholarly meetings, and receipt of grants for research and the support of graduate students. The candidate's record must demonstrate that scholarly work is beginning to move beyond his/her dissertation research, and that scholarly growth and development is likely to continue beyond promotion.

Faculty members hired before 1978, whose responsibilities or interests do not include published research, may be promoted to associate professor under special guidelines developed by the College of Sciences & Arts. In brief, such faculty should have made important contributions to the Department through effective and innovative teaching, curricular development and academic service to students. Such faculty should also be professionally involved in activities making them known beyond the confines of campus.

4. Demonstrate active service to his/her profession. This may include the review of books, manuscripts, prospectuses, or research proposals for outside agencies, participation in an appropriate professional society, such as holding office, serving on committees, and attendance at professional meeting.
5. Contribute to the academic and professional programs of the University through committee work, program development, or administration service.
6. Serve the University community through support of student groups or programs and/or the community at large in his/professional capacity.

The Department proposes no one "ideal" combination of these criteria in a candidate for tenure and promotion to associate professor. Still, not all activities are of equal importance. The department weights service to the University and Department least heavily, as evidenced by its informal agreement that junior faculty not be overburdened with committee responsibilities. Individuals can meet criteria 5 and 6 above by offering evidence of accepting a larger role in service to the University and local community by the time of their promotion. Greater importance is attached to a candidate's service to his/her profession, but the most important criteria are 2 and 3. It is recognized that there will be significant variation in the teaching, research, and publication records achieved by candidates for promotion and tenure in this department, and allowances will be made for that variation. Nonetheless, the Department expects candidates to exhibit strength that BOTH teaching AND scholarly research and publication. It will be assumed that new faculty will spend their first years working most heavily on teaching and course work, with greater evidence of scholarly efforts appears after the first two years.

### **CRITERIA FOR PROMOTION TO PROFESSOR**

The candidate should:

1. Meet all requirements for promotion to the rank of Associate Professor.
2. Have a successful record as a teacher, as attested to by students and colleagues. This may also include the supervision of graduate students, service on graduate committees, and advising of

undergraduate students.

3. Have developed a body of scholarly work, recognized nationally by colleagues in his/her field for its quality and significance. This suggests that the individual is acknowledged as an authority who has made important contributions to that field. The candidate should show evidence of significant scholarly activity beyond that which qualified him/her Associate Professor. Promotion is not justified by merely serving time in previous (Associate) rank.
4. Maintain active service to his/her profession. This may include the review of books, manuscripts, prospectuses, or research proposals for outside agencies, publishers or organizations. It should include active membership and participation in an appropriate professional society, such as holding office, serving on committees, and attendance at professional meetings.
5. Have a record of leadership and active contributions to the academic, cultural, and professional programs of the University. This should include University committee work, program development, or administrative service.

### **PART III**

#### **CATEGORIES OF EVALUATION**

The Candidates will be evaluated in the areas of teaching effectiveness, departmental contributions, scholarly activity, and professional service. NOTE: These lists are not all-inclusive; nor is it expected that candidates will show examples of activities in every area.

##### Teaching Effectiveness

The candidate should be an effective teacher. Evidence of effective teaching includes:

1. Evaluations by colleagues.
2. Evaluations by students.
3. Evaluations by former students.
4. Involvement with Social Sciences graduate students, including grant-seeking efforts related to the support of those students.
5. Services on graduate committees in other departments.
6. Development of curricular materials.
7. Participation in professional meetings devoted to teaching in one's field.
8. Publications related to pedagogical activities in the candidate's field.
9. Success of students in courses for which the candidate's course is a prerequisite.

##### Scholarly Activity and Recognition

The candidate should contribute to the general fund of knowledge. Some evidences of these contributions are:

1. Publication of professional papers.

2. Papers delivered to professional meetings.
3. Publications of books or monographs.
4. Technical reports, or encyclopedia articles.
5. Written testimonies from peers in his/her field of scholarship.
6. Receipt of funding for research and/or writing.
7. Favorable published scholarly reviews of publications and scholarly citations of his/her work.  
(Note: Citation indexes do not provide an adequate measure of scholarly activity of recognition in many areas of the social sciences.)

### Contributions to Department

The candidate should contribute to the general operation and growth of the department. Some evidences of such are:

1. Departmental committee work.
2. Course or curriculum development.
3. Effective interaction with departmental faculty.
4. Student advising.
5. Attracting students to programs.
6. University committee work.
7. Securing outside support for graduate student assistantships, projects, and research.

### Professional Service

The candidate should contribute to his/her professional community. Some evidences of such contribution are:

1. Speeches to organized groups.
2. Consultant to government, education or industry.
3. Participation in professional societies.
4. Professional review of manuscripts and proposals.
5. Participation in University committees.

Approved by Department of Social Sciences: November 15, 1991

Revised: Winter and spring 1995

## **Appendix B**

### **SEARCH PROCEDURE FOR NEW DEPARTMENT CHAIR**

When in search for a new Department chair becomes necessary, the Department's Promotion, Tenure, and Reappointment Committee shall consult with the Dean of the College of Sciences and Arts. The primary purpose of this consultation shall be to discuss if the search will be restricted to only internal candidates or if the search will be an open, nation-wide search in which internal candidates would also be considered. The Dean, after additional consultation with the Provost and departmental faculty, will make the final decision on this matter.

## **1. Search Committee**

This Committee shall consist of five persons. Four shall be elected from within the Department from among tenured and tenure-track faculty. The election shall be conducted by the Department's senator and a representative appointed by the outgoing Department chair. Ties shall be resolved by run-off election. All results will be announced to the faculty as a whole.

The fifth member of the committee shall be tenured faculty member from another academic unit, who will be appointed by the Dean of Sciences and Arts.

The chair and vice chair of the search committee shall be elected by the committee at their first closed meeting.

## **2. Formulation of Job Description**

The Search Committee, with input from the Faculty, the Dean of Sciences & Arts, and the Affirmative Action Officer, shall produce a draft of the position description (qualifications, desirable attributes, experience, job expectations, etc.). This document will be discussed at the open meeting of all faculty and staff, with controversial issues settled by majority vote. The revised job description will be produced by the Search Committee and distributed to all faculty and staff

## **3. Search Process**

In the case of an internal search, any tenured faculty member shall be eligible to apply for the position.

In the case of an open search, the Search Committee will advertise the position in appropriate professional journals and publications.

In an open search, all applications shall be kept as confidential as possible until a short list is developed by the committee.

The Committee, after reviewing vitae, reference letters, and other relevant material shall produce a short list of candidates to be invited for an interview. The Committee shall make efforts to get independent assessments from references not listed by the candidates, seeking faculty help in identifying appropriate reference persons.

## **4. Interview Process**

Immediately prior to all interviews, the Search Committee shall provide the candidate's CV to all faculty and staff in the Department and make the remainder of the candidate's file (reference letters, etc.) accessible through Departmental staff. No copies of the letters or other confidential material can be made.

The Search committee shall provide each candidate identical background material, which may include such material as departmental vision and mission statements, departmental long-range plans. Annual reports, and pending proposals.

In arranging the interview, the Search Committee shall make appointments for the candidate to meet various administrators and other appropriate external personnel. Internally, the Search Committee shall arrange for opportunities, such as receptions and open meeting periods, for all faculty and staff to interact with the candidate. In addition the Search Committee shall arrange for each candidate to make two formal presentations: (1) a scholarly presentation in his/her field of specialization, and (2) a presentation in which the candidate

discusses administrative philosophy, directions for the Department, resources needed to attain unit goals, and similar matters.

## 5. Selection Process

The Search Committee shall begin its selection process only after the interview process for all candidate is complete.

For each candidate interviewed, the Search Committee shall send the following ballot to all tenured and tenure-track faculty and professional staff within the Department:

*For the position of Chair of the Department of Social Sciences, I find [name of Candidate]*

Acceptable \_\_\_\_\_

Unacceptable \_\_\_\_\_

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

This ballot is to be used even if there is only one candidate. The Search Committee will tabulate results and inform all members of the Department of the ballot's results.

The Search Committee will then review the results of the interview, seek the Dean's view on each of the candidates, review the balloting and associated comments, and prepare a report to the Dean. This report may recommend a single candidate or provide a list of acceptable candidates. In either case, the Dean shall also be provided with candidate files, the ballot results, and the original ballots with comments.

For a candidate to be "recommended" or deemed "acceptable" by the Search Committee, he/she must have at least a simple majority voting "acceptable" of the voting constituency (not just of the vote cast) in the Department.

~~In no case shall the Dean appoint as Department chair a person who is not rated as "acceptable" by at least a simple majority of the voting constituency (not just of the vote cast) of the Department. (This section approved by the Department 11/13/95 and reapproved 3/28/96 but vetoed by the Provost. The Dean indicated (orally) that the Provost would be willing to accept introductory wording along the lines of: "Generally, the Dean will not appoint..." The Department, however, declined to make this change.]~~

If the Search Committee submits a list of acceptable candidates, the Dean is expected, but not obligated, to appoint the person with the highest number of acceptable votes providing the Department with an explanation of the reasons for doing otherwise in writing.

Departmental chair appointments also require the approval of the Provost and President.

Should the Dean reject a departmental recommendation, the Dean shall personally meet with, first, the Search Committee and, then, the entire Department to discuss the factor behind such a decision.

## 6. Salary Negotiation

In general, salary negotiations are a personnel matter and ultimately in the hands of the Dean.

However, for all external candidates a nine month faculty salary should be first decided, and for all internal and external candidates the minimum salary of Department Chair should, in normal circumstances be calculated as follows:

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

Where:

A = Annual salary of the Department Chair

F= Nine-month faculty salary of the candidate

S= A fixed sum temporarily added to the salary to be negotiated with the Dean and terminating when the person no longer serves as chair.

N= Number of months/year the chair is paid, normally 11

The return of the supervisor to a position as faculty member requires an inverse calculation of the formula:

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

If exceptions to the above salary computation are negotiated between the candidate and the Dean, the Search Committee must be informed and an explanation for the exceptions provided. In addition, the formula to be used when and if the Chair returns to a faculty position must be clearly described. Other issues, such as “start-up” costs for new appointment will be negotiated between the candidate and the Dean, with the Search committee kept informed of the outcome.

## 7. Failure of Search Process

If no acceptable candidate can be secured, the Department’s Search Committee shall take one or more of the following actions:

- (1) conduct an additional round of balloting on candidate acceptability.
- (2) review applications again and invite an additional candidate or candidates to interviews.
- (3) enter into negotiations with the Dean to reopen the search to secure additional candidates.
- (4) recommend to the Dean the appointment of an interim Chair, with a new search the following academic year.

## Appendix C

### EVALUATION OF THE CHAIR

If the department chair decides not to seek reappointment (at any time, before or during the evaluation), then the process stops.

## **I. Informal Step**

The department chair prepares 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 departmental 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.
- E) The charge given to the department chair or any goals of the department which the chair thinks are controversial in the department and the effort the chair has made to address the controversy.
- F) Handling of interpersonal relations.
- G) Handling of departmental reward structure.

The distribution of this report will be followed by a departmental meeting. The purpose of this meeting will be to answer questions and provide clarifications about the report.

## **II. Evaluation Step**

The dean's office will send the following evaluation form to all faculty and staff of the department:

Please comment on the specific questions listed below and add any additional comments you feel are necessary.

1. Does the department chair have a defined and coherent vision for the department that is consistent with the College and University mission?
2. What are the greatest strengths of this department chair?
3. In what areas do you feel that the current department chair needs to improve?
4. What changes should be made to enhance the department's performance?
5. Other comments.

Faculty and staff have one week to return the completed form to the dean's office. Faculty and staff can also meet with the dean in individual meetings.

The completed evaluation forms will not be made public and will not be seen by the department chair.

The dean's office will prepare a typed transcript as a summary report from the comments.

The dean meets with the chair and discusses the outcome of the evaluation. The chair obtains a copy of the summary report. The chair can respond to the report before members of the department see it.

Dissemination of results



In accordance with Senate Policy 16-92, attached is the Department of Social Sciences Charter. I would like to commend the department for their efforts in developing operating procedures to guide department activities. I recommend acceptance of this Charter. If accepted by you, the leadership position in the department with change from Head to Chair.

/dll  
Enclosure