REPORT FOR THE UNIVERSITY SENATE

University Senate Committee:  Academic Staff Personnel Committee/Faculty Personnel Committee

Brief History of Issue - why the issue is being considered:
Cumbersome search committee nomination/appointment process and unnecessarily divergent committee procedures.

Points Discussed by Committee:

Pros of Recommendation:
- Adds Chancellor announcement of search to Senate prior to beginning nomination process.
- Streamlines and simplifies appointments and committee procedures
- Retains senate input and broad campus input on makeup of search committee
- Adds requirement for conversations between search committees and hiring authority.
- Clarifies

Cons of Recommendation:
- No campus-wide elections for search committees included.

Technology/Human Resource Impact:

Committee Recommendation:
Replace FACULTY AND ACADEMIC STAFF RULES AND PROCEDURES – PART III, ARTICLE FOUR, Section D (Joint Personnel Policies and Procedures) 3. (Faculty and Staff Role in Selection and Review of Administrators) a. (Selection), with the attached language.
The University Senate Committee: Academic Staff Personnel and Faculty Personnel Committee

The Faculty Personnel Committee: by a vote of _5_ for to __0__ against on __April 15th______________ (Date)

The Academic Staff Personnel Committee: by a vote of _5_ for to __0__ against on __April 21st______________ (Date)

Recommends that

FACULTY AND ACADEMIC STAFF RULES AND PROCEDURES – PART III, ARTICLE FOUR, Section D (Joint Personnel Policies and Procedures)

Be changed from:

1. Faculty and Staff Role in Selection and Review of Administrators
   a. Selection
      1) Search and Screen Procedures for the Nomination of Academic Administrative Officers—UW System
         Board of Regents Policy 88-2 provides that the procedure for selecting Chancellors, the Executive Vice President, and the Academic Vice President of the UW System shall include a Search and Screen Committee composed of faculty, academic staff, students, administrators, and at the option of the President a community representative.
         The text of the resolution is available in the Office of the Provost and Vice Chancellor.
      2) Search and Screen Procedures for the Nomination of Academic Administrative Officers—UW-Eau Claire (12/05)
         Academic administrative officers at or above the rank of Associate Dean are appointed by the Chancellor, following appropriate consultation with University Faculty, University Academic Staff, students, and administrators. Such consultation shall include a search and screen committee whose purpose, structure, and procedures are described below:
         a) Purpose of the Search and Screen Committee
            The committee shall advise and assist the Chancellor by identifying candidates and by assessing their qualifications for the position. It shall recommend candidates for possible appointment.
         b) Structure of the Committee
            The structure of the committee shall be dependent upon the scope of authority and area of jurisdiction of the administrative officer to be selected.
            (1) For selection of academic administrative officers whose authority is essentially university-wide, elected committee members shall be determined through university-wide elections. The committee shall consist of one faculty member from each of the colleges; two faculty members from any area; one instructional academic staff member; two administrative and/or professional academic staff members from Academic Affairs; one academic staff member from any area; two students; and, at the Chancellor’s discretion, one or two appointed by the Chancellor from the unclassified staff.
               (a) The Chancellor shall announce the call for nominations and allow seven working days for nominations to be submitted to the Secretary of the Faculty and Academic Staff.
               (b) Each College nominating committee or functional equivalent shall solicit nominations and transmit to the Secretary a list of up to five nominees from the college, being attentive to affirmative action, equal opportunity, and other considerations. The Director of the Library shall solicit and transmit one nominee from the faculty members whose voting home is outside the colleges.
               (c) The University Academic Staff Nominating Committee shall submit to the Secretary a list of nominees including at least three administrative and/or professional academic staff from
Administrator Search

Academic Affairs, two instructional and/or research academic staff, and two academic staff from any area, being attentive to affirmative action, equal opportunity, and other considerations.

(d) The Secretary shall post the lists of nominees electronically to all faculty and academic staff along with a call for additional nominations, allowing two working days for any additional nominations.

(e) The Secretary shall then conduct two university-wide elections, one for faculty to elect faculty members and one for academic staff to elect academic staff members, allowing seven working days for the return of ballots after the date of distribution.

(f) The Student Senate shall appoint two student members.

(g) The Chancellor may appoint one or two additional members from the unclassified staff.

(2) For selection of academic administrative officers whose authority is largely vested in one College, such as Dean or Associate Dean, the committee shall consist of five faculty members from the College; in Colleges where there are three or more instructional and/or research academic staff, one instructional and/or research academic staff member from the College; two students within the College; and, at the Chancellor’s discretion, one or two appointees by the Chancellor from the unclassified staff.

(a) The College will, through its established elective procedures, elect five (5) members from and by the faculty.

(b) The instructional and/or research academic staff member will be elected from and by the instructional and/or research academic staff in the College through its established elective procedures.

(c) The Student Senate shall appoint two student members.

(d) The Chancellor may appoint one or two additional members from the unclassified staff.

(US 3/05)

3) Procedures of the Committee

a) The Chancellor or designee will convene the committee and proceed to (1) provide the committee with the position description, including qualifications and responsibilities of the officer to be selected, (2) suggest criteria and standards for selection, and (3) clarify the role of System Administration and/or the Board of Regents in the appointment.

The Chancellor will provide a schedule or calendar for the search, details of which may be revised in mutual consultation.

The Chancellor will preside over selection of a committee chair and secretary

b) The committee will review the position description as submitted and, after its approval of the description in consultation with the Chancellor, will design strategies for attracting the most qualified pool of nominees and applicants. It shall assist the Chancellor in advertising the position, soliciting nominations and applications, and assessing adequacy of the pool.

The committee shall receive, organize, and protect the security of all application materials, which shall be open only to the committee and Chancellor (or designee) and appropriate clerical personnel. The committee shall consider all application materials in closed session, inviting the Chancellor (or designee) only as they deem appropriate. The committee may seek additional information by mail or telephone, keeping accurate records of such information and its source.

The committee will advise the Chancellor as to who should be interviewed and develop in consultation with the Chancellor a schedule and format of such interviews. The committee shall play an active part in the interviewing and shall have at least one exclusive session with each candidate.

The committee will evaluate all candidates interviewed and submit at least three unranked names of candidates deemed acceptable. Should the committee be unable to recommend at least three candidates, it may request permission to interview more candidates or to submit fewer names.

c) In case none of the candidates recommended is satisfactory to the Chancellor or if the acceptable candidates should all refuse, the Chancellor shall consult the committee regarding possible alternatives for continuing the search. The committee shall then recommend one of the following: the submission of additional names, the extension of the search, or the formation of a new committee. (FS 10/82)

4) Selection of Department Chair and Director of Libraries (US 11/04)
Administrator Search

All Department Chairs and the Director of Libraries are appointed by the Chancellor of the University. The Department Chair is directly responsible to the Dean of the College in which the department is situated and represents the department in the administration of the University.

The procedures for selection of the Director of Libraries are the same as those for selection of Department Chair except that the Library serves as the department and the Associate Vice Chancellor for Academic Affairs, to whom the director reports, holds the responsibilities described for the Dean. The Associate Vice Chancellor for Academic Affairs will make his/her recommendation to the Provost and Vice Chancellor along with the committee’s recommendation.

While departments may choose to develop internal provisions for limiting the term of the chair, these provisions are informal and not binding on the Chancellor. (US 5/89)

a) Procedure for Selecting Department Chairs and Director of Libraries

(1) The staff of a department shall be informed in writing by the Dean of their College that a Chair is to be selected and appointed.

(2) The Dean shall meet with the staff of the department to initiate the selection process by:
   (a) Reviewing the nature and responsibilities of the office of Chair.
   (b) Suggesting useful criteria.
   (c) Informing the department of any constraints that might impinge on the selection process.
   (d) Determining a target date for completion of the selection process.

(3) The University Faculty of the department or a committee selected by the University Faculty of the department shall formally organize as the Department Chair Search and Screen Committee with an elected chair and secretary.

   The committee shall:
   (a) Determine whether preference is for selection:
      1. from inside the department,
      2. from outside the department, or
      3. from either inside or outside the department.
   (b) Formulate criteria to be used in selecting the Chair.
   (c) Arrange with the Dean to publicize the vacancy and to solicit applications.
   (d) Review and evaluate all applications.
   (e) Interview and evaluate candidates for the position.
   (f) Submit to the Dean of the College the name(s) of one or more individuals whom the committee recommends to be considered for the position of Department Chair. When more than one individual is recommended, the committee may, if it chooses, rank the individuals recommended.
   (g) Solicit suggestions and information from all staff of the department throughout the entire process on matters relating to the selection of the Department Chair.

(4) The Dean of the College shall evaluate the candidate(s) recommended by the Search and Screen Committee and submit his/her recommendation to the Provost and Vice Chancellor, along with a copy of the recommendation from the committee. The Provost and Vice Chancellor will in turn evaluate the candidate(s) and submit his/her recommendation to the Chancellor along with copies of the recommendation of the Dean and of the committee.

(5) If after administrative review none of the recommended candidates is appointed, the Chancellor shall notify the Dean of the College who shall reconvene the Department Chair Search and Screen Committee. The committee will then reconsider its earlier decisions and recommendations, and as necessary and appropriate, may solicit and evaluate additional candidates prior to submitting another recommendation as described under section 4.a.3.

(6) Upon the recommendation of the Department Chair Search and Screen Committee, the Dean of the College, and the Provost and Vice Chancellor, the Chancellor shall appoint a Department Chair. At the University of Wisconsin-Eau Claire, an appointment to the administrative post of Department Chair is a limited appointment under the terms of UWS 15.

b) Procedure for Selecting Acting Department Chairs and Acting Director of Libraries

---

Note: The content continues with similar procedures for selecting acting chairs and directors, following the same structure as the selection for permanent roles.
Administrator Search

In the event that an acting Department Chair is to be appointed by the Chancellor of the University prior to the selecting of a permanent Chair, the Dean of the College where the vacancy has occurred shall:

(1) Announce to the staff of the department that an acting Chair is to be appointed, describe the circumstances requiring the appointment, and indicate the anticipated length of the appointment.
(2) Solicit advice from the University Faculty of the department concerning possible candidates to fill the vacancy.
(3) Make recommendations to the Provost and Vice Chancellor of Academic Affairs who shall in turn make recommendations to the Chancellor of the University.

The procedures for selection of an Acting Director of Libraries are the same as those for selection of Acting Department Chair except that the Library serves as the department and the Associate Vice Chancellor for Academic Affairs, to whom the director reports, holds the responsibilities described for the Dean. The Associate Vice Chancellor for Academic Affairs will make his/her recommendation to the Provost and Vice Chancellor along with the committee’s recommendation.

5) Procedures for the Recruitment of Vice/Assistant Chancellors

In addition to Academic Affairs, the University is organized administratively into other major divisions each of which is supervised by a Vice/Assistant Chancellor. Vice/Assistant Chancellors are appointed by the Chancellor, following appropriate consultation with University Academic Staff, University Faculty, students, and administrators. Such consultation will include a committee, with a majority of members holding appointments in the division for which the Vice/Assistant Chancellor is being recruited.

a) Purpose of the Committee

The committee shall advise and assist the Chancellor in recruiting applicants and assessing their qualifications for the position. It shall also participate in interviewing candidates.

b) Structure of the Committee

The committee will consist of seven to nine members, the majority of whom hold unclassified appointments in the division, and will include two students. Membership may also include faculty, classified staff, or members of the community. The structure of the committee will depend upon the type of responsibilities assigned to the Vice/Assistant Chancellor position. Committee members (except students) will be appointed by the Chancellor in joint consultation with the University Senate Executive Committee and Academic Staff Personnel Committee. The Student Senate will appoint student members.

c) Procedures of the Committee

(1) The Chancellor will convene the committee to (1) provide a position description including duties and responsibilities, (2) provide qualifications for the position, (3) suggest criteria and standards for selection, (4) clarify the role of system Administration and/or the Board of Regents in the appointment, (5) work with the committee in developing a schedule for the recruitment, and (6) preside over the selection of a committee chair and secretary.

(2) The committee will, in consultation with the Chancellor, develop a position announcement and design strategies for attracting the most qualified pool of nominees and applicants. It will assist the Chancellor in advertising the position, soliciting nominations and applications, and assessing the adequacy of the pool.

(3) The committee will advise and assist in assessing qualifications and interviewing applicants.

(4) The committee will provide its collective assessment of the applicants to the Chancellor.

6) Procedures for the Recruitment of Unit Directors

All Unit Directors are appointed by the Chancellor of the University. Each Unit Director is directly responsible to a Vice/Assistant Chancellor or the Provost/Vice or Associate Vice Chancellor, and represents the unit in the administration of the University. At UW-Eau Claire, an appointment to the administrative post of Director is a limited appointment under the terms of UWS 15.

a) The Vice/Assistant Chancellor or the Provost/Vice or Associate Vice Chancellor shall provide written notice to the unclassified staff of the unit that a director is to be selected and appointed. He/she shall meet with the unclassified staff of the unit to initiate the selection process by:

(1) Reviewing the nature and responsibilities of the position.
(2) Discussing criteria to be used in assessing candidates’ credentials.
(3) Determining whether preference is for an internal or external search.
Administrator Search

(4) Informing the unit of any constraints that might impinge on the selection process.
(5) Determining a target date for completion of the selection process.

b) A committee shall be formed which will have five to eight members. Where possible the majority of the committee will be unclassified members of the unit; or where not possible, the majority will be unclassified members of the division. Membership may include faculty, classified staff, and members of the community. In addition to the five to eight members, one student member will be appointed. (US 4/05)

Committee members (except students) will be appointed by the Vice/Assistant Chancellor, Provost/Vice or Associate Vice Chancellor in consultation with the University Senate Academic Staff Personnel Committee. The Student Senate will appoint the student members (in the case of a Director of Housing the United Hall Council will appoint the student members).

c) The Vice/Assistant Chancellor, Provost/Vice or Associate Vice Chancellor will convene the committee to (1) provide a position description including duties and responsibilities, (2) provide qualifications for the position, (3) suggest criteria and standards for selection, (4) work with the committee in developing a schedule for the recruitment, and (5) preside over the selection of a committee chair and secretary.

d) The committee shall advise and assist in recruiting applicants and assessing their qualifications. Committee members will also participate in interviewing candidates. The committee may solicit suggestions and information from unit members on matters relating to the recruitment process.

e) The committee will provide its collective assessment of the applicants to the Vice/Assistant Chancellor, Provost/Vice or Associate Vice Chancellor who will provide this along with his/her recommendation to the Chancellor.

f) After the interviews, if none of the candidates is acceptable, then the position will be readvertised and a new closing date set.
ARTICLE FOUR: Personnel Policies and Procedures

Section D – Joint Personnel Policies and Procedures

1. Faculty and Staff Role in Selection and Review of Administrators

a. Selection

Board of Regents Policy 6-4 [http://www.uwsa.edu/bor/policies/rpd/rpd6-4.htm] provides that the procedure for selecting Chancellors of the UW System shall include a Search and Screen Committee composed of faculty, academic staff, students, administrators, and, at the option of the President, a community representative.

The Chancellor appoints administrators at or above the rank of director/chair at UW-Eau Claire. This policy governs the formation and procedures of the committees that assist the Chancellor in searching for those administrators. For guidance on internal searches, consult the Affirmative Action Office.

1) COMMITTEE FORMATION FOR ADMINISTRATORS AT OR ABOVE THE RANK OF DEAN

When a search for an administrative officer at or above the rank of Dean or Director is to begin, the Chancellor or designee shall notify the campus community, the University Senate, and the Student Senate. The announcement will include the title, the draft position description and the expected timeline for the search. Upon announcing the search, the Chancellor shall provide a mechanism for members of the campus community to volunteer for service on the search committee. At any time prior to convening the search committee, the Chancellor shall consult with the University Senate Executive Committee on the draft position description.

a) Academic Affairs Administrators with University-Wide Authority

(1) Within ten days of the Chancellor’s notice of the commencement of the search:

(a) The Colleges shall each nominate two faculty and one instructional academic staff member,

(b) The Library shall nominate a faculty member or an instructional academic staff member,

(c) The Academic Staff Nominating Committee shall nominate two administrative/professional academic staff members, and

(d) The Student Senate shall nominate two students.

(2) The Chancellor or designee shall appoint a search committee, which will consist of

(a) From the pool of nominees under a)(1): at least one faculty member from each college, at least one instructional academic staff member and one administrative/professional academic staff member, and one student; and

(b) Up to 6 additional members at the discretion of the Chancellor or designee.

b) Other Administrators with University-Wide Authority

(1) Within ten days of the Chancellor’s notice of the commencement of the search:

(a) The Faculty Nominating Committee shall nominate four faculty,

(b) The Academic Staff Nominating Committee shall nominate four academic staff members,

(c) The Student Senate shall nominate two students.

(2) The Chancellor or designee shall appoint a search committee, which will consist of
Administrator Search

(a) From the pool of nominees under b)(1): at least two faculty members, two academic staff members, and one student, and

(b) Up to four additional members at the discretion of the Chancellor or designee.

c) Academic Deans

(1) Within ten days of the Chancellor’s notice of the commencement of the search:
   (a) The College shall nominate six faculty or instructional academic staff members,
   (b) The Academic Staff Nominating Committee shall nominate two administrative/professional academic staff members from any area, and
   (c) The Student Senate shall nominate two students.

(2) The Chancellor or designee shall appoint a search committee, which will consist of
   (a) From the pool of nominees under c)(1): at least three faculty or instructional academic staff members from the college, one academic staff member from any area, and one student, and
   (b) Up to four additional members at the discretion of the Chancellor or designee.

2) COMMITTEE FORMATION FOR ASSOCIATE/ASSISTANT DEANS, CHAIRS, & DIRECTORS

When a search for an assistant/associate dean, director, library director, or chair is to begin, the Chancellor or designee shall first notify the applicable college, department, or unit and will discuss with its employees the nature and responsibilities of the position, the search timeline, and criteria to be used in assessing candidates’ credentials.

a) Associate/Assistant Deans

   The Chancellor or designee, in consultation with the Faculty Personnel Committee, shall appoint a committee made up of at least two faculty members from the college, one academic staff member from any area, and one student.

b) Chairs & Library Director

   The faculty of the department (or the library, as applicable) or a committee selected by the faculty of the department shall constitute the search committee.

c) Directors

   (1) Applicability

   This process applies to those positions with an official title code in the director series. For those positions without the official title code but with Director in the working title or with director-type responsibilities (e.g., with control over a unit or program, see (3)).

   (2) Committee Formation

   The Chancellor or designee, in consultation with the Academic Staff and/or Faculty Personnel Committee, as appropriate, shall appoint a committee made up of at least one unclassified staff member and one classified staff member from the unit or division, one faculty member, and one student.

   (3) “Director” Positions

   For those positions without the official Director title code but with Director in the working title or with director-type responsibilities (e.g., with control over a unit or program), the Chancellor or designee shall consult with the Executive Committee as to whether the director process, the academic staff process, or another process is most appropriate for the search.

3) ACTING/INTERIM POSITIONS

In the event that a department, unit, college, or division contemplates hiring an interim or acting administrator, the Chancellor or designee shall discuss the reason and timeframe for the
Administrator Search

interim appointment with the employees of the applicable college, department, unit, or division and will solicit their advice and feedback concerning candidates to fill the vacancy.

It is expected that interim appointments will normally not last more than two years. If a successful search has not been completed within two years of a position being filled with an interim administrator, the supervisor to whom the administrator is responsible shall formally consult with the Senate Executive Committee, and shall continue to consult with the committee annually until a successful search is completed.

4) PROCEDURES FOR SEARCH COMMITTEES

a) The Chancellor or designee shall convene the committee, preside over the election of a chair, and provide the committee with the position description and a tentative search timeline.

b) The Chancellor or designee and the committee shall discuss at least the following:

(1) The points in the search process at which they will consult (e.g., when the committee has narrowed the applicant pool to those the telephone interview pool, after reference calls, prior to determining whom to invite to campus for interviews, before the campus interviews to review the schedule/plan),

(2) In what way the Chancellor or designee prefers the committee to deliver its recommendations at the end of the search (e.g., meet to discuss with the Chancellor or designee the suitability of the candidates, submit an unranked list of recommendations, etc.).

c) The committee will:

(1) Publicize the position through creating an advertising plan, soliciting nominations, etc.

(2) Evaluate the application materials,

(3) Manage the interview process,

(4) Keep all application materials and search information confidential.

d) The committee may meet with the Chancellor designee upon request.

e) Search committees for positions above the rank of director/chair will be provided with administrative support by the Chancellor or designee.

Implementation Date: July 1, 2011

Signed:  
Chair of the Committee  

Send to: University Senate Office