

**SPECIAL REPORT**  
**of the**  
**RULES COMMITTEE**  
**concerning**  
**SEARCH AND APPOINTMENT PROCEDURES FOR**  
**DEANS, ACADEMIC DEPARTMENT CHAIRS AND HEADS,**  
**AND ACADEMIC PROGRAM DIRECTORS**

**Presented at the**  
**444<sup>th</sup> Regular Meeting of the Faculty Senate**  
**December 7, 1989**

**Committee Membership**

**Jeremiah Allen**  
**Martha Olney**  
**Maria Tymoczko, Chair**  
**Paul Shuldiner**  
**Haluk Derin**  
**Arthur Kinney**

## **I. INTRODUCTION**

**On March 14, 1988, a memorandum was sent from Roland Chilton, Faculty Senate Secretary, to each member of the Academic Personnel Policy Committee indicating the need for an initial meeting of the Committee which he was calling on March 30, 1988 at 4:00 p.m. The memorandum also included an explanation of the reason for calling the Committee into session; the need to respond to a special report recommending revision of Search and Appointment Procedures for Deans and Administrators, as outlined in Trustee Document T70-62A, known as the Morris Report.**

**At that initial meeting of the Committee, Deputy Provost Fern L. Johnson addressed the Committee. She outlined the problems associated with having “a very imprecise system for appointment of deans, chairs and heads of academic departments, and directors of academic programs.” She also presented the Committee with a draft of a proposal which was developed by the Deans’ Executive Council, and had been unanimously approved by that body.**

**The Committee was asked to study this draft as part of a campus review by appropriate governance groups, and make recommendations to the Faculty Senate as part of the process of having the new procedures adopted. The following report includes those recommendations.**

**The scope of the recommendations is meant to replace the procedures outlined in all of Section 10 of the Trustee Document T70-62A.**

**The policies and procedures in this document pertain to situations where a vacancy exists in any of the following positions: Dean, Department Chair or Head, or Academic Program Director for units that are administratively equivalent to departments. These policies and procedures provide guidelines for appointing authorities as well as interested parties within the campus community.**

**Policies and procedures for administrative appointments have varied in the past depending on the particular position, appointing authority, and organizational unit. Campus-wide policies exist for certain aspects of specific types of appointment (e.g., the “Morris Document” contains some provisions for the appointment of Chairs and Heads), but considerable variation has in fact characterized past practices on the Amherst campus. The policies and procedures described in this document supersede the “Morris Document” with respect to subjects addressed in both.**

**For purposes of simplifying the statement of policies and procedures, the following terms shall be used: College shall refer to both College and School; Chair shall refer to both Chair and Head; Director shall refer to Program Directors who function analogously to Chairs (e.g., Labor Relations and Research Center, Women’s Studies).**

## **II. SEARCH PROCEDURES**

- 1. The search procedures for the positions of Dean, Chair, and Directors shall be consistent with campus-wide search procedures published by the Office of the Associate Vice Chancellor for Affirmative Action and Equal Opportunity.**
- 2. The appointing authority for Deans shall be the Provost, for Chairs shall be the appropriate Dean, and for Directors shall be the appropriate Dean or the Provost, depending on the Program. The appointing authority shall consult with the person to whom she or he reports before making an offer.**
- 3. A Search Committee for the Position of Dean shall be constituted and charged by the Provost (appointing authority). The Committee shall be made up of faculty and staff from within the College where the vacancy exists, at least one faculty member from outside the College affected, and one academic administrator above the level of Chair (usually a Dean). The majority of the Committee shall be faculty members from the College affected, and these faculty members shall be selected by the appointing authority from a list provided by the College Personnel Committee. The appointment of one professional staff member from within the unit affected shall be made by the appointing authority after consultation with the Professional Association of the University of Massachusetts at Amherst (PAUMA). The appointment of one undergraduate and one graduate student from within the unit affected shall be made by the appointing authority after consultation with the Student Government Association and the Graduate Student Senate, respectively. Appointment of individuals from outside the University shall be optional and at the discretion of the appointing authority. The chairperson of the Committee shall be elected by the Search Committee.**
- 4. A Search Committee for the Position of Chair shall be constituted and charged by the appropriate Dean (appointing authority). The Committee shall be made up primarily of faculty from within the Department affected, plus at least one faculty member (usually a Chair) from outside the Department in which the vacancy exists, and, where appropriate, representation of staff from within the Department. The faculty members shall be selected by the appointing authority from a list provided by the Departmental Personnel Committee. The appointment of student representatives shall be left to the discretion of the appointing authority. The chairperson of the Committee shall be elected by the Search Committee.**
- 5. A Search Committee for the Position of Director shall be constituted and charged by the appropriate Dean or the Provost (appointing authority). The Committee shall be made up of faculty and staff who are knowledgeable about the Program and who represent those affected. In cases where a Program Personnel Committee exists, the faculty members shall be selected by the appointing authority after consultation with the Committee; in cases where there is no Personnel Committee but there is a Governing Board, the faculty members shall be selected by**

the appointing authority after consultation with that Board. The appointment of student representatives shall be left to the discretion of the appointing authority.

6. The appointing authority shall provide a written charge to the Search Committee, describing its responsibilities in recommending candidates for the position. The charge shall be developed in consultation with the Associate Vice Chancellor for Affirmative Action and Equal Opportunity.

7. In the appointments of Deans and Directors, the appointing authority shall select the final candidate from a list provided by the Search Committee. The size and nature of the list shall have been mutually agreed on between the Search Committee and the appointing authority.

8. In the case of Department Chairs, the Search Committee shall present its recommendation(s) to both the Department and the Dean. If the Department accepts the Search Committee's recommendation(s) and the Dean agrees, the Dean (appointing authority) shall, with the concurrence of the Provost, proceed with the appointment. If the Department accepts the Search Committee's recommendation(s) but the Dean does not, the Dean shall meet with the Department to try to achieve a resolution; if that fails, the matter shall be referred to the Provost for resolution. If the Department rejects the Search Committee's recommendations(s), the Dean shall meet with the Department and the Search Committee to try to resolve the difficulty. If no resolution can be achieved, the Dean may (1) ask the Search Committee to reopen the search, (2) appoint a new Search Committee, or (3) refer the matter to the Provost for resolution.

### III. TERMS OF APPOINTMENT

1. Appointments to the positions of Dean, Chair, and Director are to be made for a fixed period of time to be determined by the appointing authority in consultation with those in the unit affected, and according to the provisions of this document.

2. The appointment of a Dean shall normally be made for a period of five years.

3. The appointment of a faculty member to the position of Chair of a Department shall normally be made for a period of at least three but not more than five years. The term of office shall be determined by the Dean or the Provost after consultation with those individuals within and directly related to the Program.

5. When the appointment is made, the administrative stipend and professional portions of the salary shall be specified in writing. If and when the administrator assumes full-time faculty responsibilities his or her salary will be adjusted in accordance with the provisions established at the time of the administrative appointment.

6. **Reappointment of a Dean, Chair, or Director may only be made subsequent to an evaluation conducted according to procedures established by the Faculty Senate.**

#### **IV. EVALUATION**

1. **Deans shall be evaluated during every fourth year in office according to procedures specified by the Faculty Senate.**

2. **Chairs and Directors shall be evaluated during every third year in office according to procedures specified by the Faculty Senate.**

#### **V. APPOINTMENT OF ACTING ADMINISTRATORS**

1. **Should a vacancy necessitate the appointment of an Acting Administrator, the appointing authority shall make such an appointment from a list provided by the College Personnel Committee or the Departmental Personnel Committee, whichever is appropriate.**

2. **The normal term of appointment for an Acting Administrator should not exceed one year. The appointing authority may extend the term of office of an Acting Administrator only with the consent of the College Personnel Committee or the Departmental Personnel Committee, whichever is appropriate.**

#### **VI. REMOVAL PROCEDURES FOR ADMINISTRATORS AND ACTING ADMINISTRATORS**

1. **If, at any time during an Administrator's appointment, a sizable portion of the Department (in the case of a Chair) or of the College (in the case of a Dean) seeks removal of the Administrator, a petition, containing the reasons for the request and signatures of the petitioner, shall be submitted to the appropriate appointing authority. A copy of the petition without names or signatures shall be sent to the Administrator. The appointing authority, after consulting with the affected Administrator, the petitioners and the Departmental faculty in the case of a Chair or the College Chairs in the case of a Dean or those directly affected in the case of Director, shall make a decision regarding the removal of the Administrator. The decision shall be conveyed in writing to the Administrator and the petitioners.**

2. **If, at any time during an Administrator's appointment, the appointing authority believes there is just cause for removal, the appointing authority must first consult with the affected Administrator and faculty in the affected unit, and then notify the Administrator in writing of the action to be taken. Copies of the notification shall be sent to the Provost in the case of a Chair and the Chancellor in the case of a Dean, as well as to the Departmental Personnel Committee in the case of a Chair and the College Personnel Committee in the case of a Dean.**

**3. An Administrator who has been notified by the appointing authority of her and his impending removal from office shall have the right to appeal the decision to the Provost (in the case of a Chair) or the Chancellor (in the case of a Dean). The decision at the appeal level shall be final.**

**MOVED: That the Faculty Senate approve the Rules Committee's Report  
17-90 concerning Search and Appointment Procedures for Deans, Academic Department Heads and Chairs, and Academic Program Directors, as set forth in Sen. Doc. No. 90-029.**